

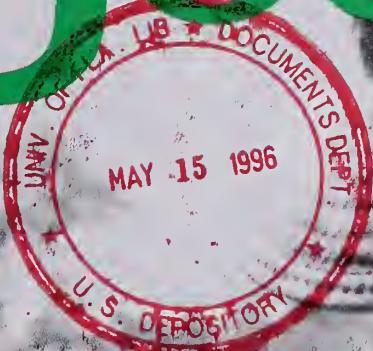
D 101.85: 19/2

INSCOM

March-April 1996

JOURNAL

FOR THE MILITARY INTELLIGENCE PROFESSIONAL



**Lead By
Example**

“MISSION FIRST, PEOPLE ALWAYS”

Every spring, we Americans begin the transformation from armchair quarterbacks to home run hitters; from wide receivers to outfielders. With the changing of each season, we change to a sport which complements the climate...and we do it with anticipation and planning. Each time we dig out another pair of our special cleats, we take advantage of all the new developments in our sport...we trade wooden bats for aluminum ones and open weave for basket weave gloves. As Americans, we're at our best using our talent, technology and innovation to field the best team in the league. We adapt, dig-in and survive better than anyone else on earth because we want to do more than just play the game...we want to be in the starting line-up. When the umpire yells, “Play Ball,” we're ready for the competition!

Our INSCOM team of players is a true reflection of America's best because we adapt, dig-in and survive the changes in Army structure as well as the lethality of the battlefield. We take advantage of every new development and our “out front attitude” always gets us ahead of the competition. Still, we can't help thinking of the effects of the Army's downsizing and wondering about our futures. Will the Army still need our INSCOM team next year? Will other Army players realize how valuable we are to the team? Does anybody appreciate us?

The answers to those questions are easy: Yes, yes and yes. The reasoning for this triple play of affirmatives is a little more involved. While our structure may change and our appearance evolve, our INSCOM mission is here to stay. As they say in tournament play, *we won't be going home early*. Intelligence by any other name still supports the warfighter by providing the right information at the right time to commanders who will make the right decisions. To get a better understanding of how



“Soldiers of the 513th MI Brigade learn from the experience of leaders such as Brig. Gen. Thomas, INSCOM commander. (Photo by Shirley Startzman)

INSCOM fits into the Army team, it may help to use an analogy to define our worth. Let's use America's favorite pastime and see what position INSCOM would play on the Army's softball team.

As we look across the diamond, we readily see the starting line-up of combat arms players. In the dugout, we see the pinch hitters and relief pitchers, known to us as the U.S. Army Reserves and the National Guard. More than once, they've “come off the bench” and helped us win the game. They're always there, ready to do their job with little or no warm-ups. The rookies learn from watching the veteran players, listening



INSCOM Commander
Brig. Gen. Trent N. Thomas

Command Sergeant Major
Command Sgt. Maj.
Sterling T. McCormick

Chief of Public Affairs
Mrs. Jeanette D. Lau

NCOIC
Master Sgt. Joan E. Fischer

Editor in Chief
Mrs. Shirley K. Startzman

Art Director
Mrs. Linda M. Paradis

Circulation Chief
Mrs. Gloria Donovan

INSCOM JOURNAL

FOR THE MILITARY INTELLIGENCE PROFESSIONAL

<p>4 The I-Team <i>By Command Sgt. Maj. Ramon Lowery</i></p> <p>6 Interview with Gen. Paul Menoher <i>By Jeanette D. Lau</i></p> <p>12 You're in the Driver's Seat <i>By Col. Ronald L. Burgess Jr.</i></p> <p>14 Leaders: The Next Generation <i>By Command Sgt. Maj. Ramon Lowery</i></p> <p>16 How the Big Three (MacArthur, “Westy” and “Abe”) used Intelligence <i>By Jeanette D. Lau</i></p>	<p>23 An Open Letter to INSCOM Professionals <i>By Brig. Gen. John G. Meyer Jr.</i></p> <p>24 INSCOM Spouses Confront Family Readiness Issues <i>By Portia B. Davidson</i></p> <p>26 Hats Off to These Special People! <i>By the 66th MI Group Public Affairs Office</i></p> <p>27 Augsburg Soldier Makes Racquet of Winning <i>By the 66th MI Group Public Affairs Office</i></p> <p>27 66th MI Group Team Wins Flag Football Finals <i>By the 66th MI Group Public Affairs Office</i></p>
---	--

to their leader's advice and getting controlled playing time. Our young soldiers and civilians tap a wealth of experience from Army mentors.

All the starters play positions according to their skills: field artillery, air defense and aviators are in the outfield with their long range weapons. A mixture of quick reaction, rapid deployment defenders are on the infield: a tanker at third base, a ranger on shortstop, a demolition's expert on second base and a forward observer covering first base. The pitcher is the Queen of the Battlefield (infantry), the central figure who is watched by all the fans (especially the media).

In fact, the only player the fans never see clearly is the player whose back is toward them...hidden by the umpire and a mask, and overshadowed by the batter. Crouched in front of the umpire, this player must "see" the entire field in a few seconds. No action begins without a signal from this quiet and extremely competitive leader.

The pitcher fingers the stitches on the ball (the bullet) and watches for target information from the catcher. The pitcher will not fire until the catcher analyzes the situation, observes the opponent's stance and the strategic positions of runners. By intercepting the coach's signals, the catcher can signal the opposing team's offensive plan (operation order) to the rest of the team.

Using ethnocentrism and knowledge of the game, the catcher also knows what is most likely to happen in a particular situation with a particular opponent...and may use that knowledge for a surprise defense. It is the catcher's quiet brand of leadership which provides information to all the players. Only after the analysis does the catcher, as the Eyes of the Battlefield, signal the Queen of the Battlefield for the pitch.

When the game is over, the pitcher gets credit for the win and the fans remember the strike-outs, the diving catch and the one-handed saves of the fielders.

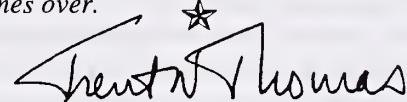
No one gives much thought to the "invisible" person behind the plate who provided the intelligence used in winning the game.

Most of us can name the great pitchers in history, but few of us could name the catchers for those famous pitchers. That's the way it is supposed to be and great catchers wouldn't have it any other way. The catcher's satisfaction comes from deep down inside, from the very soul which drives a person to perfection, and from other catchers who recognize the greatness among them.

Personal satisfaction is one thing; appreciation quite another. True appreciation comes when great pitchers sit down beside them in the locker room after the game, lean toward them and say, "You called a good game out there today...I owe you one." Catchers could live on that line forever.

At INSCOM, you are all "world series" catchers for the greatest warfighter pitchers on earth. They pay you the highest single compliment in the world: they will not take the field of battle without you. Take some advice from an old signal caller: when the battle is over, sit a little longer in the war room. After the interviews, the Queen of the Battlefield will sit down beside you, lean slightly toward you and say the words which make it all worth it.

Until then, listen to me and believe me when I say *you call a good game out there every day...and 'I owe you one' a million times over.*



March-April 1996 Volume 19, No.2

About our cover: INSCOM soldiers train to maintain technical and tactical proficiency as a part of leadership. (Photo by Spc. Brian Thomas, courtesy USARSO Public Affairs Office)

- 28 From Start to Finish**
By Capt. Roy Ferguson
- 29 Augsburg Golfers Drive to European Title**
By Staff Sgt. Thomas Varichak
- 30 Seward Puts Pedal to Medal; Wins Women's National Military Cycling Championship**
By the 704th MI Brigade Public Affairs Office
- 31 'Kings of Sports'**
By the INSCOM Public Affairs Office

- 32 The EMPOWER Strikes Back**
By John H. Kennedy
- 34 A Day of Remembrance**
By Master Sgt. Joan E. Fischer
- 36 1995 MACOM-Level Keith L. Ware Winners**
- 37 Army News Overwatch**
- 38 CSM Notes**
By Command Sgt. Maj. Sterling T. McCormick
- 39 Calendar of Events**

The *INSCOM Journal* (ISSN 0270-8906) is published every two months by the U.S. Army Intelligence and Security Command, Fort Belvoir, Va.

The *INSCOM Journal* is the unofficial command information publication authorized under the provisions of AR 360-81. It serves the members of INSCOM and other members of the intelligence community. Circulation is 4,500 copies per issue. Unless otherwise stated, opinions expressed herein do not necessarily represent those of HQ, INSCOM or Department of the Army. Further, unless stated, *INSCOM Journal* articles are not usually copyrighted and may be reprinted with proper credit given. Articles printed in the *INSCOM Journal* with the notation "used with permission" will not be reprinted in other publications unless permission is granted by the original source. Manuscripts and photos submitted for publication, or correspondence concerning the *INSCOM Journal*, should be mailed to HQ, INSCOM, ATTN: IAPA, *INSCOM Journal*, 8825 Beulah Street, Fort Belvoir, VA 22060-5246. Phone AC (703) 806-6325/5345 or DSN 656-5345.

FAX: AC (703) 806-5647 or DSN 656-5647.

Sgt. Morales Club Inducts Three

Three INSCOM soldiers were inducted into the U.S. Army Europe Sgt. Morales Club on Feb. 21, 1996. Congratulations to the three "super troopers"...Staff Sgt. John C. Kilpatrick and Staff Sgt. David B. Martin of the 718th MI Group and Staff Sgt. Wayne S. Sucharski of the 66th MI Group.

The Sgt. Morales Club is an elite organization of non-commissioned officers whose demonstrated performance is characterized by "Sgt. Morales." Morales is a fictitious name of a squad leader who consistently demonstrated the highest qualities of leadership, professionalism and regard for soldier welfare. The club is recognized officially in U.S. Army Europe regulation 600-2. (*Submitted by Command Sgt. Maj. Kevin L. Campbell*)

Superior Unit Award Winners Announced

The U.S. Army Foreign Intelligence Activity (USAFIA) has been awarded its third Army Superior Unit Award. The award recognized the unit's outstanding meritorious performance of a unit during peacetime of a difficult and challenging mission under extraordinary circumstances between June 30, 1993, and Sept. 30, 1995.

Personnel assigned to the U.S. Army Foreign Intelligence Activity during the award period are authorized to wear the award as a permanent citation. If you are a former member and wish to update your personnel records, contact the Joint Field Support Center for copies of the authorization correspondence. Point of contact is Staff Sgt. Paul Davitt at DSN 923-2134, ext. 7683 or commercial (301) 677-2134. You can also write JFSC, ATTN: JFSC-3A (Staff Sgt. Davitt), Fort Meade, MD 20755-5905. (*Submitted by Maj. Craig M. Merritt*)



INSCOM Family Member Named Best Club Manager

Carol Ebert, manager of the Officers' Club at Fort Myer, Va., has won the 1995 James A. Carroll Jr. Award for the Army's best large officers' club. She will receive the prestigious award during the American Logistical Association's August convention in Orlando, Fla.

"She worked hard for it. She deserved it," said her husband, Jack, who works in the human resources division, deputy chief of staff, personnel, INSCOM headquarters, Fort Belvoir, Va. "You know, she used to work

for INSCOM, too," he added. (*Submitted by Col. Michael Wright*)

Re-enlistment Ceremony Still Special

On Oct. 19, 1995, Staff Sgt. Edward Andrews re-enlisted for four more years and no re-enlistment bonus. It was a routine re-enlistment in today's Army. His wife, Lynn, was present and so were the members of his unit, the U.S. Army Foreign Counterintelligence Activity. They placed the American flag in its stand beside the bronze statues. Major Sue Cross performed the re-enlistment before an increasing crowd of tourists, drawn to the ceremony by American pride and memories of heroes from another time.

Standing before the Vietnam Veterans' Memorial in Washington, D.C., Andrews, a Gulf War veteran, proudly agreed to serve his country...again. A routine re-enlistment ceremony in today's Army? Not hardly. (*Submitted by Sgt. 1st Class John F. Ryan; photo by Sgt. 1st Class Diana Arnold*)

Battalion Wins Meritorious Unit Citation

The 310th MI Battalion (formerly the Collection and Exploitation Battalion), 470th MI Brigade, received the National Intelligence Meritorious Unit Citation from the United States Intelligence Community in December 1995.

The citation is awarded for the battalion's collective performance between Oct. 1, 1992, and Oct. 31, 1993. The 310th MI Battalion informed local commanders of planned anti U.S. terrorist activities and civil disturbances which resulted in increased security and minimized danger to U.S. personnel and property in the Republic of Panama. In addition, battalion collectors provided U.S., host nation and other law enforcement agencies with information resulting in the seizure of more than 550 kilograms of illicit drugs, the arrest and detention of at least 28 narcotics traffickers plus the disruption of narcotics operations in the Americas and Europe.

The director of the Central Intelligence Agency confers the award with the concurrence of the National Foreign Intelligence Board. All four battalions of the 470th MI Brigade have received this citation since 1993. Hooah! (*Submitted by Fred Sebastian*)



MI Museum Needs Your Help

Jim Finley, director of the U.S. Army Military Intelligence Museum at Fort Huachuca, Ariz., invites all INSCOM individuals and units to consider donating equipment or display items to the museum. To help encourage donations, Finley will visit Fort Meade, Md., in June 1996 to screen potential museum donations.

INSCOM's Intelligence Training and Doctrine Support Detachment (ITRADS) is working to introduce more operational intelligence items into the MI Museum. On Feb. 20, 1996, ITRADS hosted a visit from the chief of the Intelligence Materiel Division (IMD), U.S. Army Communications-Electronics Command, Steve Blagg.

Blagg said his division will contribute several intelligence trade craft items in the area of Army counterintelligence and human intelligence elements. According to Blagg, they will donate items such as agent radios, covert photo equipment and concealment devices. The items will complement existing museum exhibits and will better depict the counterintelligence effort during the Cold War era.

If you can contribute to the museum, call Finley at DSN 821-3638 or write to the Fort Huachuca MI Museum, ATZS-TDO-M, Fort Huachuca, AZ 85613. *(Submitted by ITRADS)*

Three Win Resource Management Annual Awards

Congratulations to three INSCOM winners of the Resource Management Annual Awards: Sgt. 1st Class Atanacio DelValleReyes of the 501st MI Brigade, and Sgt. 1st Class George Self and Sgt. Alice Denise Rossin from the 703d MI Brigade. The winners were recognized for their outstanding contributions to the Army's Resource Management mission and functions.

DelValleReyes won the Military Functional and Occupational Individual Award in 73D accounting specialist category while acting as the brigade supervisory budget analyst and performing his own position as a resource management NCO. His work saved the unit over \$20,000.

Self and Rossin won the Outstanding Resource Management Team Award. The dynamic duo developed an automated program to compute the variable housing allowance for dual military couples. Their program saved the Army 7.2 man-years and \$122,000 a year. Originally computed in 30 minutes, the new program cut the time to two minutes flat. This system has been recommended to the Air Force for implementation. *(Contributed by Tricia Campbell)*

Varnado Assigned as INSCOM Deputy Commander

Col. Talmadge R. Varnado II was assigned as deputy commander, U.S. Army Intelligence and Security Command, Fort Belvoir, Va., in March 1996.

A former infantry officer, Varnado was commissioned as a second lieutenant in June 1970 from the ROTC program at Tuskegee University, Alabama. In 1974, he received a regular Army commission in military intelligence and was initially assigned as a collection officer for the U.S. Army Field Station Korea.

Varnado has also served with the 2d Armored Division at Fort Hood, Texas; Seventh U.S. Army Training Command in Grafenwohr, Germany, and VII Corps, U.S. Army Europe. Other assignments included commander, 502d MI Battalion, 201st MI Brigade, I Corps, Fort Lewis, Wash.; deputy G2 at Third Army/ARCENT, Fort McPherson, Ga.; and commander, Intelligence and Threat Analysis Center, Washington Navy Yard, Washington, D.C. He was the J2 for the Joint Task Force PROVIDE PROMISE. *(INSCOM public affairs office)*

"Maintenance" the Key to Awards

Two INSCOM battalions fought off the competition again this year to win or place in the Army Award for Maintenance Excellence (AAME) program. The 751st MI Battalion, 501st MI Brigade, won the TDA intermediate category and the 201st MI Battalion, 513th MI Brigade, was named runner-up in the MTOE Heavy category for the second time in three years. This was the fourth consecutive year the 751st MI Battalion has won or placed in the competition.

According to INSCOM logistics reports, the two program coordinators, Warrant Officer Larry Strong (751st) and 1st Lt. Ryan Janovic (201st), deserve special credit for maintaining excellence in their organizations.

An INSCOM headquarters award ceremony will be conducted June 4, 1996, at 1300. *(Submitted by Warrant Officer Mike Owens)*



Interview with Lt. Gen Deputy Chief of Staff for

By Jeanette Lau
Chief of Public Affairs, INSCOM



We have seen Army war planning go from the focus of the 80's concept of "Airland Battle," which was used against Iraq, to the operational concepts articulated in TRADOC Pamphlet 525-5, Force XXI Operations. We have seen the planning focus shift from fighting the Soviets on the plains of Europe to contingency operations across the operational spectrum on a global basis.

We know where we've been and where we are now. Where we go from here depends on how much creativity and ingenuity we use in planning for the future.

We asked Lt. Gen. Paul Menoher, one of the original planners of Force XXI and Intel XXI, about future plans for military intelligence.

Lau: We realize strategic and tactical intelligence historically has been critical to any battle, but it seems the intelligence community will play an even more vital role in the future. Could you tell us which events have shaped the creation of Force XXI and Intel XXI?

Menoher: There have been several things. One is the changing nature of our world. The demise of the Soviet Union has been a major factor, (and) the changing nature of warfare which you captured somewhat. But I would tell you, we still need to be prepared to fight opponents who use a Soviet-style doctrine and we still need to be able to strike deep. Now our doctrine calls for us to strike across the depth and width of the battlefield simultaneously against key aspects of an opponent's force.

The other major change that's occurring is the technological change that is bringing us into the information age. The Tofflers write about the transition from the indus-

trial age to the information age and clearly we are in that transition. It's giving us the ability to do things we've never been able to do before. Force XXI, and as an adjunct, Intel XXI, are riding that transition; trying to leverage information age technology to make the Army more lethal, *more effective*. The notion of Force XXI is to design an Army that truly leverages that capability for those purposes. Our intent is to redesign the entire Army by the turn of the century so that it leverages information age technology to the maximum extent possible.

We will do that through a series of Advanced Warfighting Experiments in which the hypothesis is that we know the capabilities of the baseline force that exists today. By applying information age technology, we will have a new level of capability and we ought to be able to measure the difference between the two to understand how much better we are. Then through these experiments, we will also try to find

the right organizational constructs that will enable us to truly optimize those capabilities in the most efficient and effective way that we can.

Intelligence XXI is about the same thing. Leveraging information age technology to provide commanders the intelligence and targets that they need when they need them so that they can apply and mass the effects of their combat power simultaneously across the depth and width of the battlefield.

I said mass effects because in the past we've had to mass the forces but now we can do it by massing force effects—and information age technology gives us the ability to do that faster and smarter than ever before.

In Intelligence XXI we're working to make the significance of intelligence more apparent and understandable. We want to present intelligence in such a way that commanders can immediately see the significance of that intelligence and understand its effect on what they're

Paul Menoher • Intelligence

trying to do. They understand what the enemy is doing and what they must do to counter it and be able to react more rapidly than their opponents.

Through what we are calling *battlefield visualization*, we want to bring the battlefield to life for the commander so that he *sees* his physical battlefield—the terrain, the weather and its effects on the terrain, and his own forces and the enemy's forces arrayed on it, as they are positioned at that moment in real time or near real time, all in a high fidelity, virtual environment. The information on friendly and enemy forces is being updated in a continuous flow of information and intelligence. The commander is seeing that on his computer screen or a large public display perhaps in his tactical operations center. What we want to do is give the commander the ability to plan his operations, to wargame his plan against an automated or semi-automated enemy force capable of action and reaction in a virtual environment. Once he's refined his plan and developed what we call branches and sequels to his plan, he can then rehearse it in this virtual environment before he ever engages his enemy. In essence, he will be able to fight his fight before he ever engages the enemy. Any commander who can do that, who can see his fight, plan it, wargame it and actually rehearse it before he ever engages his enemy has a huge advantage over

an opponent because he can anticipate everything that enemy can possibly do—and have a counter already prepared to deal with it. It's just like a quarterback calling an audible when he sees a blitz coming, he can do that and be ready for the blitz.

We are in the process of working battlefield visualization with the Communications and Electronics Command (CECOM), the Joint Precision Strike Demonstration, the Topographic Engineering Center and the Intelligence Center, just to name a few. We are also working very closely right now with the XVIII Airborne Corps to develop the kind of capabilities that will truly bring the battlefield to life and

Any commander who can do that, who can see his fight, plan it, wargame it and actually rehearse it before he ever engages his enemy has a huge advantage over an enemy because he can anticipate everything that enemy can possibly do and have a counter already prepared to deal with it.

enable them to do the things I discussed. By engaging them in the process, we're getting great warfighter feedback on how to design a battlefield visualization capability to best meet their needs.

Those are some of the notions of how warfare is changing, and the way we wage war will change by leveraging information age technology.

Lau: How will the transition from Force XXI and Intel XXI help the intelligence community to further identify and fill its vital role?

Menoher: We will be a key player in this process. We have worked very hard to ensure the new 'family of systems' we are fielding in Army intelligence will be represented in the exercise force, and will participate in Force XXI Advanced Warfighting Experiments, so that the Army leadership can see the contributions made by intelligence and the power that it gives them in information age warfare. So we will be active participants at the forefront in many respects. In retrospect, this is very appropriate because we started the Advanced Warfighting Experiments that are leading the Army to Force XXI. We did Exercise Desert Capture I at the National Training Center in November-December of 1992, in which we brought our new operational concept, our new doctrine and many of our new systems to bear during a National Training Center rotation. The power was immediately visible to the senior commanders who saw it. We did it again in Operation Desert Capture II in 1994 where we actually supported the forces inside the "box" at the National Training Center. In Desert Capture I, we operated in a demonstration mode parallel to the rotation, and in Desert Capture II we were actually integrated into supporting the forces in the "box." The power again was immediately visible to the senior leadership, and served to reinforce the thought of an information age Army, a fully digitized Army, and that's what we're building.

Now having said that, we have potential vulnerabilities associated with a fully digitized force, so intelligence has another key role associated with the development of Force XXI. That is to identify those vulnerabilities that an information age force has that are perhaps different

than vulnerabilities we've had in the past. We're going to do that in a Red Team effort in coordination with the Army Digitization Office, CECOM, INSCOM, the Electronic Proving Grounds, and the Directorate of Information Systems for Command, Control, Communication and Computers (DISC4). INSCOM's Land Information Warfare Activity will play a major role in this during the Advanced Warfighting Experiments to identify the potential vulnerabilities of Force XXI and then work together to identify affordable countermeasures.

Lau: Is there an Advanced Warfighting Experiment coming up?

Menoher: Two have already been conducted. One, last August with a heavy force in Kentucky called FOCUS DISPATCH and a second last November with a light force at the Joint Readiness Training Center at Fort Polk, La., called WARRIOR FOCUS. However, the three main Advanced Warfighting Experiments are yet to come. The next one will be in March 1997, which will involve a brigade task force from the 4th Infantry Division at the National Training Center, after which we will redesign the maneuver brigade. Then that will be followed by a division-level Advanced Warfighting Experiment after which we will redesign the division. The third will be a corps Advanced Warfighting Experiment after which we will redesign the corps. The intent is to redesign the TO&E Army through this process before the year 2000.

Concurrent with this, the institutional and TDA Army is also being redesigned on a second axis. It is this axis that will redesign Headquarters, Department of the Army and every major command in the Army, including INSCOM. We are in the process of downsizing the Department of the Army and that process

is being led by the Vice Chief of Staff of the Army and the Assistant Secretary of the Army for Manpower and Reserve Affairs.

As we redesign the Army under the institutional axis, the thing Gen. (Trent) Thomas and I are trying to accomplish is to maintain INSCOM as a viable command. That is our goal and we are hoping to convince the Army leadership that is an end state they want as well...not necessarily a MACOM, but a viable command.

Lau: The changes that we will "grow through" as we make these transitions will include changes in doctrine. How would you grade intelligence doctrine today, and what changes do you see coming in the next 10 years?

Menoher: Our doctrine is very sound. Army Intelligence is poised to go into the 21st Century right now. We are in the process of fielding a new family of systems that incorporate information age technology, giving us capabilities we've never had before (for example, the ability to share the same view of the battlefield across multiple echelons, to broadcast intelligence to multiple echelons simultaneously, and to target activities with greater accuracy than ever before). We've also totally revised the way we do business, our doctrine if you will, since Desert Storm.

After Desert Storm, we conducted what we called the MI Relook, which was an in-depth review of the way we do business. Out of that came a new concept for how to support force projection operations and a new doctrine which is based on five tenets which have stood the test of every operation since Desert Storm: Somalia, Rwanda, Macedonia, Haiti and now Bosnia. It works

and it works well. I see that doctrine going forward into the 21st Century with only minor adjustments to accommodate new capabilities.

The first tenet of our doctrine is that the commander must focus or drive the intelligence effort. He must personally identify the information he must know to be successful in his operation. He must also identify the high payoff targets that he must attack successfully in order to win decisively.

Once the commander has done that, the second tenet of our doctrine calls for us to go through a process called *intelligence synchronization*. That is, we orchestrate the entire intelligence cycle: collection, exploitation, and dissemination, to give the commander what he needs when he needs it—synchronized with his concept of the operation.



INSCOM is absolutely critical to the execution of force projection operations. It is the glue that ensures our architecture is seamless from the national agencies all the way down to the front-line soldiers.

The third tenet of our doctrine is *split-based operations*. We are now a force projection Army with a vast preponderance of our Army based in the United States. We must project force from the continental United States and in that process, lift is at a premium. We know that we need to get intelligence capabilities in early, but the commander's normal predilection is to put combat power in early. So we've developed the concept of split-based operations: we

deploy early only the minimum amount of intelligence capability required to ensure a conduit for the flow of intelligence from sanctuary to the initial deployed force.

We call that conduit a deployable intelligence support element or DISE. The deployable intelligence support element can be one person with a notebook computer with ASAS software and a single channel tactical satellite communications capability, or it can be more robust, with several soldiers with a TROJAN SPIRIT multi-channel satellite capability, a full ASAS capability and other systems like a common ground station. We tailor the DISE to provide exactly what the commander needs and what his lift will permit us to send forward. The two things that are common to a DISE are first, assured communications back to the source of support in sanctuary (and that sanctuary could be in theater or the continental United States), and second, the automation to be able to display and manipulate the intelligence provided from sanctuary and also to pull intelligence from the data bases of agencies in support.

The fourth tenet of our doctrine is *tactical tailoring*. That's a natural corollary to split-based operations. We tailor the force to give the commander what he needs in each

phase of his operation. Just because the division is deploying does not mean we have to send the entire division MI battalion. We only send forward those capabilities the commander needs in the different phases of his operation. We may go in small early and flow in additional capabilities over time as the operation dictates and lift permits.

The fifth and final tenet of our doctrine is the notion of *broadcast intelligence*. That gives us the ability not only to broadcast or down-link intelligence directly from collectors down to multiple echelons simultaneously, but also the ability to push intelligence from agencies in support to that forward deployed force and for that forward deployed force to reach back and pull the intelligence that it needs out of the data bases and servers of supporting agencies in theater or in the United States.

Our doctrine is built on the pillars of interagency, joint and combined warfare. We know we'll never fight alone. We must be able to leverage the full capabilities of those with whom we will fight or participate in an operation. And then we use our Army capabilities to fill the voids and seams to ensure we provide seamless support to our commanders.

INSCOM is absolutely critical to the execution of force projection operations. It is the glue that ensures our architecture is seamless from the national agencies all the way down to the front-line soldiers. The United States has not conducted any operations in this decade in which INSCOM has not been an active participant and in fact, a major contributor of intelligence support. In my mind, it is absolutely an essential capability to a force projection Army.



To be successful in battlefield operations, the commander must identify the high payoff targets that his soldiers must attack in order to win. (Photo by Shirley Startzman)

Lau: Specifically within INSCOM, what changes do you see in the way that we develop our leaders?

Menoher: We've already begun the National Systems Development Program in INSCOM. It's a program that's not taught in any Army school, but developed by INSCOM because they saw the need to have a cadre of officers who understand national systems: how they operate, how they're tasked, what they can and cannot do. By so doing, they are positioning the Army to be able to leverage national capabilities in the Army's behalf in the future. We have to understand the things that are going to make a difference in our future and position ourselves to be able to leverage them to support Army war-fighters. New means of communications, such as global broadcast and direct broadcast systems, are capabilities we must absolutely understand in terms of what they can and can't do and how we can leverage them for Army intelligence so that we can support our commanders better.

We must stay with computer technology and understand the power that's being brought to bear by expanded computational capabilities. When you combine the two notions of enhanced computer power and increased communications bandwidth availability through global broadcast and direct broadcast, you have a huge opportunity to do things like battlefield visualization, where you can bring a large amount of data to bear and present it in such a way that it brings the battlefield to life for commanders. We need people who understand those pieces and how to bring them together in a way that enables us to

provide better support to commanders.

What it boils down to is this...we must understand technology, how intelligence systems operate, how we fight, and what our commanders need in order to provide commanders the intelligence and targets they need, when they need them and be relevant to their specific operational requirements. If we can't do that, we will not be relevant to our commanders or to the Army and we'll be out of the force structure.



"In my mind, every soldier we have is the perfect soldier," said Lt. Gen. Paul Menoher.

(U.S. Army photo)

Lau: Let's talk about the most valuable asset in our community, our soldiers. If you would describe in your own terms, the perfect military intelligence soldier (recruit) of the future and what you think the training requirements are going to be.

Menoher: Let me just tell you that in my mind, every soldier we have is the perfect soldier. I never cease to be amazed by the huge talent that they bring to our Army. I don't think there's anything they can't do. I don't think there's a technology they can't master. I don't think there's a task that we can give them that they can't accomplish. And I don't think there's a standard that we can raise high enough that they can't meet it. They are absolutely marvelous young men and women and I wouldn't trade you the soldiers that we have today, or our NCOs for anyone....they are absolutely superb people.

When you consider the fact that we have fielded a whole new family of systems, brought on new organizations and capabilities like Regional SIGINT Operations Centers and incorporated a totally new doctrine, you would think that we would have huge problems just absorbing so much change. Not so. Across the board our soldiers have not only mastered everything that we've thrown at them, they've made it better than the designers ever thought it could be because of their talent and great ideas on how to enhance these new capabilities.

Now, clearly, we may have to adjust some training to accommodate new technology, and we will work with the Intelligence Center at Fort Huachuca and other institutions to do that. In that regard, we are in the process of merging the Defense Mapping Agency, the Central Imagery Office and other imaging capabilities to form the National Imagery and Mapping Agency. This gives us a unique opportunity to create geospatial products that truly bring the battlefield to life for commanders. We will have some training

nuances associated with doing that kind of thing, but it is absolutely nothing that our soldiers cannot master, and as I've said, make even better than the designers ever thought possible.

I'm not looking for a new breed of soldier. I'm looking for the same kind of bright, talented, dedicated young men and women that we are getting today in our Army, continuing to do the same kind of marvelous things that they do every day. I am absolutely confident that they can handle information age technology (they've already demonstrated they can do that) and truly continue to amaze us all!

By the way, the thing that I miss the most about no longer commanding INSCOM or the Intelligence Center is that I don't get enough time to be with our great soldiers.

Lau: Let's focus on quality of life programs and initiatives for INSCOM soldiers and civilians. How important are these to you?

Menoher: I'd like to say that in addition to our soldiers, our civilians are absolutely marvelous too. We cannot do it without them. We are truly one team: active and Reserve, military and civilian. That's America's Army. America's Army is its people. We're only as good as our people and we are the best Army in the world right now because of our great people.

Having said that, in my mind, we can't do too much for our people; soldiers and civilians. We must try to support any quality of life programs that we can. The key right now with declining resources is to provide the right balance between training, readiness, modernization and quality of life. I will guarantee you that the Chief of Staff of the Army is focused on taking care of people and wants to do that.

In my mind, taking care of people also ensures they are trained and ready to accomplish their mission—and in the case of soldiers, to be able to perform that mission in combat. Some civilians may have to go in harm's way as well. So it's all of our jobs to make sure we provide them with the best equipment and the best training so they can perform their mission under any circumstances and survive.

We're an Army in transition, an Army in transition into the information age and into the Army of the 21st Century.

We also have to take care of them and their families. In today's world, with our OPTEMPO so terribly high...you know our OPTEMPO is over 300 percent of what it was before the (Berlin) Wall came down...we need to make sure we can take care of families as well. So training and family support programs are all things we have to look at.

Lau: INSCOM is going to go through a lot of changes to meet the requirements of Force XXI and Intel XXI. Could you articulate what you see as our planned realignment and what it may mean to INSCOM soldiers and civilians?

Menoher: I have always had nothing but the best interests of the U.S. Army at the forefront of my thoughts. *The big Army.* Having said that, I firmly believe the United States Army needs an INSCOM. It is my hope, my intent and that of General Thomas to try and retain INSCOM as a viable command, as a critical element of Force XXI and intelligence support to a force projection Army in the 21st Century.

As I mentioned earlier, that may not be as a major command. What

is really important is we retain INSCOM intact as a viable command so it can bring the totality of its capabilities to bear in support of warfighters and Army commanders as well as accomplish our mission and responsibilities in support of the national command authority.

We are looking (at these changes) very hard...it's premature to say what form that command will take right now or the command and control relationships of that command. That will be sorted out over the next few months. Gen. Thomas and I will be working very hard to ensure the Army leadership knows the great value of an INSCOM.

Rest assured we will keep people apprised of decisions as they are made. It's premature at this time to know what the final design is going to be, just as it's premature to say what the final design of any echelon of the TO&E force will be until we go through some of these Advanced Warfighting Experiments. We're an Army in transition, an Army in transition into the information age and into the Army of the 21st Century. INSCOM, in my mind, is an integral part of that Army, today and in the future. Our job is to demonstrate that to the Army leadership.

Lau: What advice would you give to INSCOM professionals during this time of transition?

Menoher: Keep doing the wonderful things that they do every day. Just keep doing the great things they're doing for our Army every day because it is their specific accomplishments that will justify the absolute necessity for an INSCOM now and in the Army of the 21st Century — Force XXI.



You're in the Driver's

INSCOM leaders have the blueprints, the fundamentals and the qualities to lead

By Col. Ronald L. Burgess Jr.

Over 2400 years ago, the Greek Historian Herodatus wrote a History of the Persian Wars so that 'men's actions may not be effaced by time nor the great and wondrous deeds' of 'the Greeks be deprived of renown.' Since that time, countless writers have attempted to capture the essence of the great captains. In virtually every case, great leaders have been those who gave effort and sought challenge in all forms. There are no shortcuts and sadly no easy ways to selfless leadership. Leadership is to be learned from experience and study, toil, trial, and error. The good things in life are worth striving for and nothing is more rewarding than leading soldiers."

—Gen. Robert Kingston, 1985



As we move into the 21st Century, INSCOM is poised to continue its role of providing intelligence support to the warfighters. A large part of that responsibility falls squarely on the shoulders of INSCOM leaders who must remain flexible. While the Army is undergoing a significant transformation, Force XXI will provide the overall blueprint for this information age force. Just as Force XXI will leverage the capabilities of the latest technologies to optimize the skill and courage of our soldiers, Intel XXI will do the same for the intelligence battlefield operating system (BOS).

Intel XXI will coalesce new systems, a new operational con-

"I have always strived to lead through hard work, workable solutions and a positive and caring attitude," said Maj. Sue Tiller, when asked for her leadership philosophy.

(U.S. Army photo)

cept; and new viable doctrine to provide Force XXI commanders with unparalleled intelligence information. Intel XXI will allow leaders to make their decisions based on a common, relevant situational awareness by leveraging current developmental and non-developmental advances in information technology. This will apply across the spectrum of intelligence: strategic, operational and tactical.

To fully understand all that Intel XXI embodies, it is necessary to understand the vision. Leaders must be ready *"to provide the ground component commander, in a joint environment, with a knowledge based, prediction-oriented intelligence system, supporting the commander driven requirements of an information age Force XXI capable of land force dominance across the continuum of 21st Century military operations."*

It is important to understand that at the very center of this vision are quality soldiers, leaders and civilians. The focus for this discussion will be to look at the leadership qualities needed in INSCOM by this group as we move into the 21st Century. Intel XXI will place greater demands on all members of the INSCOM team and it will explore the unique capabilities the intelligence BOS brings to the full range of operations that may be encountered in a dynamic setting.

It is my contention that fundamentally the basic principles of leadership have not changed, even with the advent of Intel XXI. While the technology to speed information on enemy intentions or locations has

Seat

as into the 21st Century

changed and the ability to quickly act on that information has increased, the requirement for decisive, thoughtful leadership has not diminished. Within Force XXI and Intel XXI, soldiers will remain the most valuable, single resource...and it is these soldiers' leadership qualities which will carry INSCOM into the 21st Century successfully.

Leadership provides purpose, direction and motivation in an endeavor. History is replete with examples of how leadership has affected different situations. The Army considers leadership to be the most essential of the dynamics of combat power, as explained in our capstone manual, FM 100-5, Operations: Leadership is taking responsibility for decisions; being loyal to subordinates; inspiring and directing assigned forces and resources toward a purposeful end; establishing a teamwork climate that engenders success; demonstrating moral and physical courage in the face of adversity; providing the vision that both focuses and anticipates the future course of events.

Leadership should not be considered an end in itself, but rather the means to an end.

I do not believe basic leadership qualities so ingrained in our Army and found throughout INSCOM will change as a result of Intel XXI. I contend the basic tenets of BE-KNOW-DO are as paramount in the future as they are today.

A person's ability to lead flows from personal beliefs, values and character. Fundamental to a leader are the moral strength and courage needed to make the tough decisions

and then imbue soldiers with the will to accomplish whatever mission or task they have been given. This embodies the BE aspect for a leader.

In this age of specialization, some would debate the KNOW aspect of leadership. Some would argue with quickly expanding technology and the plethora of systems available to the Army and the joint community, one could not fully embrace this tenet. Leaders must know and understand how the factors of leadership interact and to what standard soldiers and organizations must perform to be within the "band of excellence." This means understanding human nature and knowing your job and unit top to bottom. The last part of the KNOW tenet is knowing your limitations. You must have an understanding of everything within your area of responsibility. Intel XXI will require INSCOM leaders to accept increased responsibility earlier in their careers. Tactical and technical competence, or KNOW, will remain an integral part of a leader's kit bag.

Many challenges face INSCOM in the 21st Century. We will be asked to do more with less; do it split-based; project from the continental United States; be innovative and still provide the critical analysis to the warfighter which is required at the decisive time and place. This brings the DO tenet into the picture. As leaders, we must provide the purpose, direction and motivation to meet these demands. Purpose gives soldiers a reason why they should do the difficult; direction shows what must be done and motivation gives soldiers the will to do everything they are capable of doing.

INSCOM leaders who apply the principles discussed can take the outstanding soldiers we have and develop and lead them into the 21st century. These soldiers will be our credentials as we move along the path of Intel XXI. The tenets pro-

vide a good framework for our leaders, but allow me to simplify it a bit so that it overlays all facets of INSCOM: tactical, operational and strategic.

We have quality people in INSCOM today and they, indeed, are our credentials. We must empower them to do what is right. When soldiers and leaders are told to do what is ethically and morally right and they are provided the intent and vision that accompany guidance, it has been my experience we will be well served. In Force XXI and Intel XXI, we must be willing to unleash our greatest strength—our people. Always take care of your people. Never forget you lead our nation's greatest natural resource—her citizens. Treat them as you would want to be treated.

The leadership qualities needed by INSCOM soldiers and leaders in the 21st Century will not be substantially different from those of today. Leaders will still make decisions based on their training and experiences. Force XXI and Intel XXI will move the Army into the future but INSCOM leaders will still make intelligence decisions based on situations. Uncertainty will still be a factor in the mind of a leader. Leaders will never have the total certainty they desire before they make a decision. Omar Bradley said it best: "Leadership is intangible, and therefore no weapon (or system) ever designed can replace it."



Col. Ronald L. Burgess Jr. commands the 470th Military Intelligence Brigade in Corozal, Panama.

Leaders: *The Next Gen*

The look of tomorrow's leaders may change, but we hold the joystick future frontier of Force XXI...we're planning for it, training for it and we're

By Command Sgt. Maj. Raymon Lowry



Staff Sgt. Margaret Griffin (right), platoon sergeant, INSCOM Security Detachment, spends time listening to soldiers such as Spc. John Anderson (left). Her philosophy of leadership: "I care about my soldiers. If they have a problem, whatever else I'm doing, I stop and take care of it. When soldiers are happy, they will work better for you. I believe that old thing about getting more flies with honey than with vinegar...it works. Our (MP) motto is 'of the troops, for the troops.' If we would treat our soldiers the way we want to be treated, we'd have an even better Army," she said. (Photo by Shirley Startzman)

The blast to the 21st Century is a short one and it is only natural to think about the type of leadership characteristics needed for our quick shuttle to the future. Our INSCOM control panel blinks several tactical messages: consider the changes in leader characteristics and qualities needed, the expectations of leaders (especially differences from today), and mentoring soldiers and young leaders to make intelligence decisions based on situations. Allow me to explain my visualization of future leadership. I invite disagreement, agreement, or "Are you off on the 3rd planet from the sun?" comments.

There are three ground rules to my discussion. Firstly, leadership doctrine, factors, principles and competencies have not changed nor do I believe they will. They apply whether you are strategic or tactical.

1989 and will limit my discussion to them. Thirdly, I will concentrate on one significant change in operations which is a direct result of INSCOM's implementation of Force XXI and Intel XXI and its impact on the leaders and the led.

The major change I see is the transition from counterpart operations to joint operations and all it entails. This is a significant change for leaders for a number of reasons. When we executed counterpart operations, soldiers were leading soldiers. Now in joint operations (that is joint with a small "j"), soldiers are leading and being led by soldiers, Marines, sailors, airmen and civilians. The team or section is completely integrated.

This presents a major challenge because the ground rules have changed. The leadership doctrine, principles, factors and competencies

FM 22-100 will continue to serve as our bible for leadership. Secondly, I've been assigned as the command sergeant major of the 701st, 704th and 703d Military Intelligence Brigades in INSCOM since

are the same, but the words are different and the expectations of both the leader and the led are different, too. We are discovering each service is different in their expectations. We don't necessarily use the same words to communicate. Our service way of doing things doesn't necessarily work in a joint environment. We are different cultures. The tools we were trained to use to motivate soldiers may or may not work with Marines, sailors, airmen and civilians.

We train to be prepared for war. While

Far right: Sgt. 1st Class Ava Bozeman, acting first sergeant, INSCOM Support Battalion, is direct in talking about leadership to soldiers such as Staff Sgt. Sara Smith (left). "My mission is to train soldiers to take my job. Eventually, you will have my job and you have to be ready. If soldiers can't trust me, then I'm not a leader...that's it in a nut shell," said Bozeman.



eration

ontrols for INSCOM's
ing to do it!

the other services do the same, their role in war is different than the Army's role. We each fight differently so why wouldn't the manner in which we implement leadership differ? Even a slight difference for a young leader who is still developing a leadership style can be unnerving. Add to that the young soldiers who are just getting accustomed to sergeants leading...now they are being led by airmen who use a different leadership approach and you have a good recipe for confusion.

Now add to this the lack of knowledge of the other services' professional development requirements, training requirements, evaluation systems and promotions systems. Throw in each services' views on discipline and how it is administered, and the leaders' subordinates and superiors assigned to a different command or different service.



"Attitude is everything, says Staff Sgt. Thomas Presley, NCOIC, S4, INSCOM Support Battalion. "Every leader has individual style, so when you get the opportunity to lead, be yourself...learn different leadership techniques and get to know your soldiers."

(Photo by Shirley Startzman)

How does a leader lead? The ground rules the leader knew are suddenly gone. Working the well defined lane the leader is accustomed to no longer exists. Everything becomes a dynamic and fluid environment and the leader has to function effectively in it.

This sounds as if it is a sure recipe for disaster. Without good leadership it would be true, but we have senior leaders training junior leaders. They train to ensure their leaders can (1) understand the human dimension of operations; (2) provide purpose, direction and motivation to those they lead; (3) show initiative; (4) are competent; (5) are willing to exploit opportunities and take well calculated risks within the commander's or superiors intent; (6) have an aggressive will to fight and win; (7) build cohesive teams; (8) communicate effectively; and (9) are committed to the professional Army ethic. They use military leadership. Leaders recognize what they don't know and aggressively learn the other services' systems. They make mistakes and they learn from them.

It is working. Look at the 702nd, 703rd, 704th, 713th, and the 718th

brigades. These units are successful examples of INSCOM's implementation of Force XXI and Intel XXI. All these units are successes and all are directly involved in joint operations. The leaders in these units recognize they

have to understand the service cultures and how these differences impact on soldiers. Marines, sailors, airmen and civilians. They apply the doctrine, principles, factors and competencies explained in FM 22-100 and they do it in an environment not limited to the Army.

So what has changed as far as leadership characteristics needed by INSCOM leaders and soldiers in the 21st Century? Only the environment which makes it more difficult but not impossible. We are training and developing the leaders of tomorrow and we are doing it successfully. Our leaders are applying FM 22-100 in a fluid, dynamic, integrated, joint environment...and they are doing it well! Nothing new, nothing different! HOOAH! (Do you think soldiers will be still be responding with that in the 21st Century? I'd bet on it).



Command Sgt. Maj. Raymond Lowry is command sergeant major for the 703rd MI Brigade, Schofield Barracks, Hawaii.



(Photo by Shirley Startzman)

How the Big Three (MacArthur, “Westy” and “Abe”) used Intelligence

Lt. Gen. Phillip B. Davidson, who served three generals in two wars, explains these commanders’ use of intelligence in making decisions

By Jeanette D. Lau

Strategic and tactical intelligence historically has been critical to any battle. In the future, the intelligence community will play an even more vital role. To help us learn from the experiences of intelligence used in two wars under three commanders, we interviewed Lt. Gen. Phillip B. Davidson Jr., the honorary colonel of the Military Intelligence Corps in 1994-1995.

Lt. Gen. Davidson was a squadron commanding officer and regimental executive officer in World War II of a Mechanized Reconnaissance Group in Patton’s Third Army. He was a staff officer, G2, Far East Command, at headquarters in Tokyo, Japan, during the Korean War. During the Vietnam War, he began as the G2, headquarters, US. Army Pacific before becoming the J2, U.S. Military Assistance Command, Vietnam from 1967-1969. He later became the assistant chief of staff for intelligence, Department of the Army, and deputy assistant secretary of defense for intelligence, before his retirement in 1974.

In a conversation from his Texas home, he shares his experiences with three battlefield commanders, telling how each leader used intelligence in making decisions in war.

Lau: Looking back over the field of intelligence activities, what approach would you take in discussing it?

Davidson: Let me start with a generalization—in a war, intelligence is never going to be perfect. You can go back through history, and you’ll find there was always one or two things—some major, some minor—which intelligence officers, regardless of how close they came to predicting enemy action, didn’t forecast. (Some) intelligence is going to be either missing or incorrect. The commander must understand this.

Lau: You are in a unique position to look back at the events leading to three wars; World War II, the Korean War and the War in Vietnam. You served three famous generals, Gen. Douglas MacArthur, Gen. William Westmoreland and Gen. Creighton W. Abrams Jr., who were engaged in those wars. More importantly, you offered the intelligence they needed to make battlefield decisions. Please take a few minutes and offer your comments on how these commanders used intelligence.



Gen. Creighton Abrams (left) congratulates then Maj. Gen. Phillip B. Davidson, assistant chief of staff, J-2, after awarding him the distinguished service medal and joint services commendation in May, 1969. (Photo by SP5 Robert Fromm)

Davidson: Before we can discuss how each used intelligence, we have to understand the debilitating position from which each American had to conduct his operations. That weakness—not generally even now appreciated—was that the enemy held the strategic initiative. MacArthur gained it with his Inchon Landing, but lost it again to the enemy when the Chinese came into the war.

Westmoreland and Abrams never held the strategic initiative in Vietnam because President Lyndon Johnson restricted them to the boundaries of South Vietnam. President Johnson's decision allowed the enemy (through the movement into and out of his "out-of-South Vietnam" sanctuaries) to determine the type of combat (conventional, guerrilla, or something in between), the timing of enemy offensives, the objective(s), the size of the offensive, the number of casualties incurred, etc. In short, the Americans in both wars could only react to the North Vietnamese and North Korean/Chinese plans and operations.

Now, if a commander is placed in a reactive role (as these three leaders were), he and his G-2 (J-2) must



Although Gen. Douglas MacArthur (right) wanted intelligence reports in writing, he had a wealth of experience in Japan and Korea. He used both to make decisions. (U.S. Army photo)

attempt to foresee the nature of future enemy operations. It is with this forecast that the commander and his intelligence officer are most likely to fall into two deadly traps

in the use of intelligence. These are: ethnocentrism and preconception.

Let me define both. Ethnocentrism in intelligence operations means an ignorance of the enemy nation's values, history and culture. With it comes an unrecognized sense of superiority of one's own value system and culture. The failure to appreciate ethnocentrism becomes fatal to the commander when the commander/intelligence officer applies the standards and values of one's own culture to the decision making of an enemy.

Robert McNamara, secretary of defense during a large part of the Vietnam War, once said when he wanted to know what Ho Chi Minh would do in a given situation, he (McNamara) imagined himself in Ho's position. He lamented later that in applying his (McNamara's) value system, he was always wrong about Ho's action.

Phillip B. Davidson Jr. 1915-1996

The INSCOM military intelligence family extends its sympathy to the family of Lt. Gen. Phillip B. Davidson Jr., who passed away in February at his home in San Antonio, Texas.

Lt. Gen. Davidson was a veteran of World War II, the Korean War and the Vietnam War. He began his military intelligence career shortly before the Korean War; he retired from the position of Deputy Assistant Secretary of Defense, Intelligence in 1974.

Lt. Gen. Davidson gave his last interview, which appears in this issue of the Journal, in October 1995. In later discussions, the general acknowledged his illness and asked that we "march on" and publish it. He was a great asset to the MI community and the Army and he was a gentleman to the end.



General of the Army Douglas MacArthur, commander-in-chief, U.N. Command, confers with Maj. Gen. John B. Coulter, Commander, XX Corps, at IX Corps Headquarters, just prior to the start of a gigantic U.N. offensive against the communist-led North Korean forces. Gen. MacArthur flew to Korea to discuss details of the push with his commanders in the field.

(U.S. Army photo)

and incidentally, on which his major subordinate commanders made their decisions...to great extent. Of course, the other commanders had intelligence input from their own organizations.

As a young lieutenant colonel, I briefed him every night about 6 p.m. on enemy happenings during the past 24-hour period. What MacArthur wanted was the enemy actions of the day before. He wasn't interested particularly in our interpretation of intelligence, although he was quite willing to read it. Once you gave him the facts of the enemy situation, MacArthur was his own intelligence officer. We were fortunate because we were really getting solid

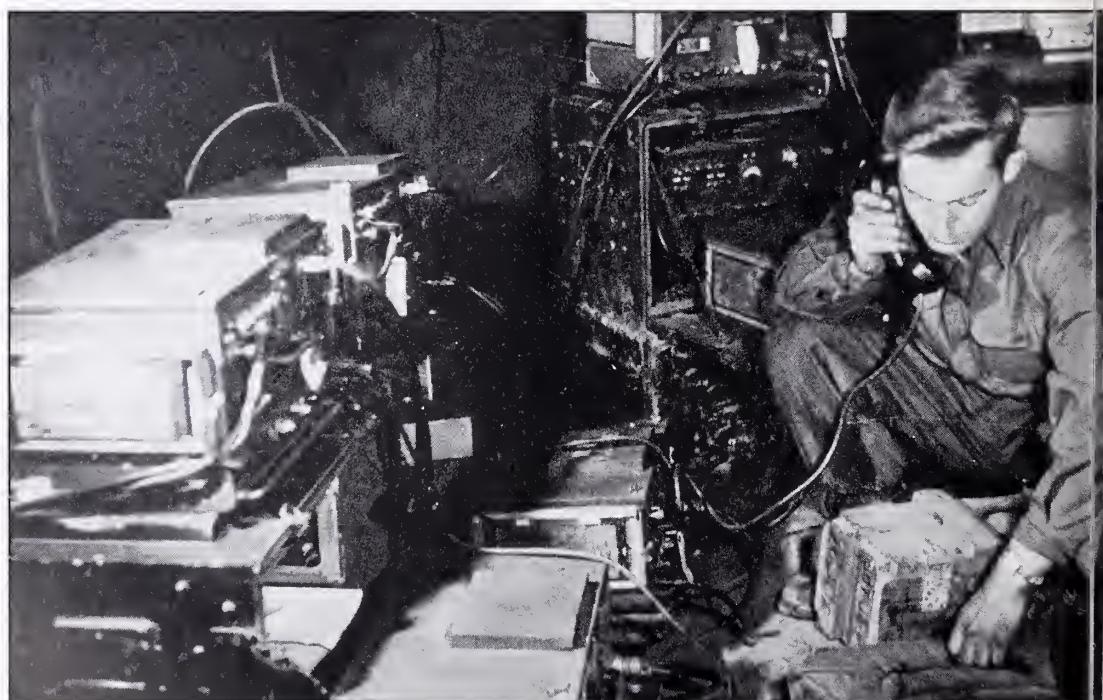
Preconception—the premature and fixed acceptance by the commander/intelligence officer that the enemy will carry out a certain (and only that certain) line of action. The mistake is after reaching this preconception, the commander/G-2 emphasizes only the intelligence confirming the preconception, while ignoring or denigrating all intelligence which refutes it.

Finally, the method (oral briefing, conference, written brief) by which the various commanders received intelligence indicated how each viewed intelligence and how each sought to use it.

Lau: How did Gen. MacArthur use intelligence?

Davidson: Now, MacArthur was a genius with one of the most retentive memories I've ever seen. He didn't want to be briefed

orally. He wanted it to be put in writing (which we did daily; a document of about three or four pages). It was called the All Source Intelligence Summary, or something like that. This was the intelligence on which Gen. MacArthur made his decisions,



Americans received solid intelligence on the Koreans and later received good intelligence on the Chinese as well. (U.S. Army photo)

intelligence in Korea, except on the Chinese when they first came into the war. Later on, we were getting good intelligence on them, too.

Lau: Please take a few minutes to comment on Gen. MacArthur's ethnocentrism and preconception.

Davidson: Of the three men... MacArthur was far in advance on ethnocentrism. He had enormous experience in the Orient from 1905, when as a lieutenant, he had been his father's aide-de-camp there. He knew the Japanese in World War II, the Koreans later and others, didn't think or act like Americans, so you have to give him high marks on ethnocentrism.

One preconception, of course, has been stated several times: MacArthur didn't think the Chinese were going to come into the war. In his opinion, they would have come in at what MacArthur considered to be the most favorable time for the Chinese...when we were cooped up in Pusan perimeter. Of course, he was wrong.

Lau: What about Gen. William Westmoreland?

Davidson: Now, Westy. Westy was a product of World War II and the European theater, where real intelligence was almost nonexistent at division level and below.

As a squadron commander, as a regimental executive officer and for a short time a regimental commander, I don't really remember that we got much of any kind of intelligence. Certainly, not any that would be much help. Eventually, we would find out what was on the opposite side of the line from us because a German would defect, or we would capture a prisoner.

It was a terrain war...they gave you terrain objectives, such as to

capture the ridge ahead of you. In one case, we were to cross the Moselle River (I was in the Third Cavalry Reconnaissance Group Mechanized). We were supposed to cross the Moselle then cross the Saar and end up on the west bank of the Rhine. Again, it was always a terrain objective rather than anything to do with the enemy. Westmoreland was a product of this concept of operations by terrain objectives.

Lau: How did Gen. Westmoreland use intelligence?

Davidson: I didn't think, until well into his tenure, about 1967-1968, he really appreciated intelligence. Of course, he accepted and used it, but I don't think he saw it as the critical determinant in the formation of his own concepts and counteroperations.

Lau: Did Gen. Westmoreland have a procedure concerning intelligence use?

Davidson: Westy's principle means of intelligence reception was a conference type briefing which he



Lt. Gen. William Westmoreland (center) was a flexible commander. He constantly warned his staff, "Let's not get our minds fixed on one course of enemy action." (Photo by SPS Robert Fromm)

personally installed, called the Weekly Intelligence Estimate Update. And of course, being in the Army, it became known as the WIEU (pronounced *woo*).

The WIEU was held every Saturday morning in the U.S. Military Assistance Command's (MACV) top secret briefing room at 8 a.m. It was attended by Gen. Westmoreland, Gen. Creighton W. Abrams Jr., his deputy; and Robert W. Komer (with the rank of ambassador) as his deputy for pacification. Other attendees: the commanding general of 7th Air Force (who furnished air support in theater) and the admiral commanding, U.S. Navy, Vietnam, plus the principal staff officers in Vietnam. All were generals.

Here the intelligence on the North Vietnam Army/Viet Cong (NVA/VC) for the week was carefully presented by regional (corps area) experts. It was an open and free

discussion. People certainly disagreed, and this was a good thing. All the principal actors in the theater saw the intelligence. They heard the disagreements. They got interested in intelligence. It was an excellent way to disseminate intelligence to a small leadership group.

Lau: What about ethnocentricity and preconception?

Davidson: Of all three commanders, Westy had the least grasp of ethnocentricity. He had been the commander in South Vietnam for four years. He sensed there was an "X factor" here which we weren't getting and weren't understanding, but I don't think he ever clearly realized the existence and importance of ethnocentricity.

As for preconception, he was excellent. He carefully restrained

himself from preconception. He constantly warned the staff, "Let's not get our minds fixed on one course of enemy action." This was particularly true when events were leading up to the Tet Offensive. We didn't suffer from preconception, thank goodness, because what did happen at Tet wasn't what any of us had in the back of our minds. But, that's another story.

Lau: What else do you remember about Gen. William Westmoreland?

Davidson: Westmoreland was a flexible commander. The night before the enemy's main Tet Offensive began, the NVA/VC launched five or six small premature attacks against villages in central South Vietnam...turned out to be a calendar mix-up. As soon as I saw this intelligence, I went to Westy and



Gen. Creighton W. Abrams was "an intelligence officer's dream...He loved to talk informally about the enemy situation." Above, he rides on a utility articulated vehicle. (Photo by Spc. 5 Robert Fromm)

told him this was the form of the Tet Offensive, and these type attacks would be launched all over South Vietnam that night. He said, "yes, I agree." He reached over and called the telephone operator and said, "Get me a conference call with all the major commanders." He began to put them all on alert. I was impressed how he quickly, flexibly, transferred his whole thought, his entire focus, to his counteroffensive.

Lau: What was it like to work for Gen. Creighton Abrams?

Davidson: Abrams. Well, Abe was an intelligence officer's dream. Abe thought intelligence was the most important factor in the conduct of his operations. He was right for the reason that I've given before: the loss of the strategic initiative.

Lau: What was Gen. Abrams procedure for receiving intelligence?

Davidson: Abrams continued the WIEU as his formal procedure for receiving intelligence. He (Abe) took the WIEU one step further—he had every session tape-recorded.

Abe was the only senior commander I knew who loved to visit the intelligence collectors in the field. He would go out and listen to them, listen to some of their theories they were getting from the raw intelligence they produced. He would tell them what a good job they were doing, and it just worked wonders on their morale and effectiveness. (*Here's something a G-2/J-2 should remember!*)

Abe was very careful, however, not to act on any of the raw intelligence he got in the field. If he got raw intelligence, he would come back and tell me, "Here's what I heard down in the field...what do you think about it?" And we'd work it over, analyze it, staff it.



A Troop "B" member of the 11th Armored Cavalry, taking part in the staging of a capture and interrogation of an enemy soldier, searches the "Viet Cong" soldier "captured" near Fire Support Base "Henderson."

(Photo by Spc. 4 H. M. Peacock)

He loved to talk informally about the enemy situation. By 1969, we had a general officers' compound with a bunch of trailers and in the middle of it was the general officers' mess with a bar. A lot of times Abe would call me down to the end of the bar, and we'd quietly stand there and just chat about the enemy situation. He was fascinated by the enemy's situation, his condition, and plans.

Lau: How would you rate Gen. Abrams concerning ethnocentrism and preconception?

Davidson: He sensed the importance of ethnocentrism, but he didn't see it much more clearly than Westmoreland did. I confess I didn't see it any more clearly than they did either. It was only after a great deal of reflection and study in the years after my tenure in Vietnam as the J-2 that the importance and the criticality of this factor became clear to me. Preconception? Abe got high marks here. He resolutely refused to set his mind on what the enemy was going to do. Flexibility? Yes, after the Tet offensive when the enemy went into small unit tactics,



Inside a plane, a U.S. Army Signal Corps photographer shoots motion pictures of supplies being dropped by aircraft to Chinese Forces in the interior of China. (U.S. Army photo)

he immediately switched his entire concept from the big battle concept to the small unit operations. So I think we would have to give him good marks on preconception and flexibility.

That's about the way these three men, all of them competent and dedicated, saw intelligence, the way they used it.

Lau: Looking back, is there a lesson to be learned from all three of these generals concerning intelligence?

Davidson: All of them were different, but I think there was one notable failing among all three of

them and their intelligence officers, as well. I don't think any of them ever got to the stage we now would want: a complete integration of the commander and the intelligence officer. (See FM No.34-8, Combat Commander's Handbook on Intelligence.) This concept envisions the commander telling the intelligence officer, "Here's what I want to know specifically and when I want to know it." Then the commander puts these intelligence requirements in priority.

In short, the commander must focus the intelligence effort. The commander must know what intelligence systems are available to support...and their capabilities and

limitations. The commander must hold subordinate commanders strictly responsible for collecting priority intelligence requirements. Finally, the commander and the intelligence officer constantly monitor changes in the enemy situation and its potential effect on friendly plans and maneuvers.

This integration of the commander/intelligence officer is the next step which will move intelligence into its rightful position as the key staff.



Mrs. Lau is the chief of public affairs at INSCOM headquarters, Fort Belvoir, Va.

An Open Letter to INSCOM Professionals

From Brig. Gen. John G. "Gil" Meyer Jr.

Morale, welfare and recreation (MWR) programs serve soldiers, DoD civilians and their families wherever they are stationed around the world. MWR includes everything from child care to sports, from the U.S. Army Soldier Show to Army Family Team Building, auto and craft shops to Army Community Service and on-post family restaurants.

As commander of the U.S. Army Community and Family Support Center, my mission is to help commanders make good their commitment to providing you the same quality of life you are pledged to defend.

As members of the INSCOM community, you are our customers, whether as members of a tenant unit on a large installation or at a remote site. Your patronage is important to us because MWR offers health and well-being benefits to you as individuals, families and units. As an added benefit, the money you spend at on-post MWR facilities and programs is reinvested into those same programs and services where you work and live. You can't say that about the money you spend in recreation and dining establishments outside the military gates.

You can tap several sources to learn what MWR programs and services are available to you locally. I encourage you to read

your installation newspapers and listen to the Soldiers Radio Satellite Network or the Armed Forces Network serving your area. The commanders' access cable television channel carries MWR news; MWR guides and flyers announce regular and special events. Better yet, talk to any of our MWR staff members—they are only too happy to help you. And those of you who "surf the net" can find MWR information on the World Wide Web MWR Home Page.

Whether you're a single soldier, a first-termer with a new family, a career soldier moving up, a senior commander, or a retiree, our programs can benefit you. MWR programs offer activities for living, learning and leading a full, productive life; creative outlets for building individual, unit, family and community relationships; a respite from stress and fatigue and an opportunity to invest in your own



mental and physical well being. At the same time, you'll contribute to the financial stability of your installation.

On behalf of MWR employees everywhere, I invite you to participate in our activities and facilities. We look forward to welcoming you and living up to our slogan: "Serving America's Army."

A handwritten signature in black ink that reads "John G. Meyer Jr." followed by a small, stylized five-pointed star.



Brig. Gen. John G. "Gil" Meyer Jr. is the commander of the U.S. Army Community and Family Support Center in Alexandria, Va.



INSCOM Spouses Confront Family Readiness Issues

By Portia B. Davidson

The challenging role of Army spouses during deployments, and crisis management and general family support continues to gain importance in today's military. At the 1995 INSCOM Spouses Conference held in conjunction with the INSCOM Senior Leaders' Conference in September 1995, these topics and others generated lively discussions of issues and possible solutions.

Fifteen command spouses from European, Pacific and American regions journeyed to INSCOM headquarters, Fort Belvoir, Va., to represent their soldiers and civilians in working toward a better quality of life for everyone.

"A critical part of this conference is the role of our spouses. Just as you are vital to all that we, the commanders do, we consider your input vital to our plans and programs," said Brig. Gen. Trent N. Thomas,

INSCOM commander. Thomas solicited spouse feedback because of its importance to the command's soldiers, families, and civilians.

Robert Winchester, special assistant to the secretary of the Army for legislative affairs, updated conference attendees on the impact which Congressional decisions have on the military community.

Brig. Gen. John G. Meyer Jr., commander of the U.S. Army Community and Family Support Center (CFSC), explained how morale, welfare and recreation supports commanders in executing quality of life programs throughout the worldwide military communities. He cited the success of the newly implemented Army Family Team Building (AFTB) program.

"AFTB is a sure winner, a readiness enhancer," said Meyer. "It is not a substitute for family support groups, but rather an augmentation



L to R, front row: Vicki DeMoney, 704th MI Brigade; Eila Sallaberry, 702d MI Brigade; Martha Irvin, 702d MI Brigade; Liz Thomas, HQ INSCOM; Sarah McCormick, HQ INSCOM; Melodie Leeth, 500th MI Brigade; Eileen Bone, 66th MI Group; and Hyang Killion, 501st MI Brigade.

Back row: Susie Hatt, 713th MI Group; Pam Hall, 501st MI Brigade; Marianne Lee, 718th MI Brigade; Marta Burgess, 470th MI Brigade; Gloria Kloster, 500th MI Brigade; Norma Gibbons, Security Coordination Detachment; Margo Swift, 902d MI Brigade. (U.S. Army photo)

of support. The program has gone through some growing pains, but the change in Army philosophy teaches how the Army takes care of its own by teaching its own to take care of themselves," he said.

The AFTB program has trained about 600 master trainers, but more are needed according to Meyer.

"You need the right person to teach the AFTB program. We look forward to our future goal of having the AFTB program taught in numerous languages...German, Korean, and Spanish," said Meyer.

INSCOM soldiers and civilians need to know their children are getting the best of care while they are on the job, a fact addressed by Meyer. The Army has focused increased attention on child care issues since the implementation of the Military Child Care Act of 1989. According to Meyer, 66 Army child development centers have been nationally accredited and 956 of their programs have been DoD certified. In the near future, Family Child Care (FCC) programs at the installation level will begin to pick up insurance for the FCC providers.

The Army average cost for day care is about \$58 per day for a full day's care; the average cost per hour is less than a dollar...72¢. What users get for their dollar only pays for 50 percent of the center's cost. Child care is the lowest of all services on the installation, offering reasonable care at a reasonable cost according to Meyer.

"If soldiers have problems paying for child care, get the installation commander involved!" urged Meyer. Meyer noted five levels of total family income an installation commander can use to decide the level of fees to be charged.

Spouses also learned to use the "Swiss Army knife" of helping agencies in dealing with stress: Army chaplains. The stress caused by the Army downsizing and the

changing developments in the force structure place families at risk, according to Chaplain Lawrence Krause, soldier and family ministries chaplain at the office of the chief of Army chaplains. Krause urged attendees to keep a current list of important phone numbers or other helping agencies and to use the chain of command.

Krause also focused listeners on the basics of crisis management intervention in dealing with a person in crisis. He explained a helping process called "friend to friend."

The dedication and support of military spouses significantly contribute to the success of INSCOM's missions throughout the world. Scottie Moore, a program analyst for deployment, mobilization, and family support groups, CFSC, explained the role of the family support group (FSG) has been better tested and identified. Moore discussed how tenant activities interact with host installations and what specific functions are performed by Army Community Services as they relate to FSGs.

An Excerpt from the INSCOM Spouses Prayer

"We pray for our families and that You will continue to remember and lend them the strength that is required during long periods of separation, crisis, and bedlam. Keep them strong and help us to realize that as spouses, we are part of a team, and remind us often that we, too, love this nation and hold it in reverent esteem." —Marla Troup

According to Shauna Whitworth, the DA level Family Liaison Office (FLO) is helping to expand the Army family communication network to soldiers, civilians and family members. The FLO publishes a monthly newsletter described as a "warm line" or a friendly place where family members can get information. "FLO Notes" can be accessed by computer through America On-Line Services by choosing Military City On-Line.

"It's you, the military spouses, who motivate, lead others to reach out to other soldiers and to the families of those who are married. It is you who rev up the energy for one more bake sale, fashion show, unit family day, and all the other unofficial activities that make the difference!" said Whitworth.

Conference planner Marla Troup, chief of human resources division, INSCOM deputy chief of staff for personnel, stated, "This conference was the best ever because of senior spouse involvement from beginning to end. It was exciting to see conferees 'hit the ground running' and stay so energized and actively involved throughout the conference.

UPDATE: Since returning to their units, the spouses have developed a networking and marketing chain. Watch for information on the INSCOM Family Action Plan Conference hosted in April 1996.



Ms. Davidson works in the office of the deputy chief of staff for personnel, INSCOM headquarters, Fort Belvoir, Va.

Hats Off to These Special People!

In today's hectic world, INSCOM professionals find little time to do "something special." When leaders at the 66th MI Group in Augsburg, Germany, realized they had more than one special person wearing a white hat, they decided it was a "good news" story worth telling. We take our hats off to these special achievers.

By the 66th MI Group
Public Affairs Office



When **Victoria Garcia** learned she was too young to enter the Summer Hire Program, she did the next best thing: she volunteered. Garcia decided to "one-up" the competition this year by gaining experience last summer. She volunteered her time 40 hours each week at the Augsburg APO office. For a month, Garcia located mail, separated and distributed mail in boxes and processed side mail.

According to Monika Argersinger, the Augsburg Community Women's Group cannot do without the volunteer services of **Wendy Chandler**. During the Augsburg draw down, the closing and relocation of the Thrift Shop and Crafts Boutique was a low priority.

"...no one was really concerned about getting them moved and reopened," said Argersinger. "These are two very important facilities for our spouses...they provide a place to congregate and also enable spouses to earn some extra income by selling items through consignment (Thrift Shop) or through direct sale of craft items...Not only did Chandler become our Thrift Shop and Crafts Shop liaison to the community, she helped set up and run both facilities until we wrote a new SOP and job descriptions for the two stores. To this day, she (Chandler)

is in charge of managing these two important facilities in Augsburg. All this for absolutely no monetary compensation, said Argersinger.

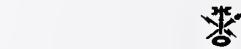
Volunteering is a family affair for **Sgt. 1st Class Randy Briner** and wife, **Barbara**. In January 1995, they began volunteering their help to the

Augsburg Community as a way to improve the quality of life for all residents.

As the Cub Scout Master for Pack 341, Randy Briner is also the assistant den leader. Barbara is a member of the registration and recruitment committee for Pack 341. This dynamic duo organized Cub Scout activities such as the Pine-Wood Derby races, award ceremonies, fund raisers, rain-gutter Regatta Races and overnight camp outs. They also organized recruitment displays and activities to encourage other adults to volunteer and to gain more Cub Scout members.

Both Briners coach summer youth coed softball in the community for seven-to-nine year-olds. During the elementary school year, they participate in field trips, class parties and a school carnival.

Sgt. Hector M. Cuevas got the right boot last year and he's still kicking about it. Cuevas was selected to the A 11 - A r m y and All Armed Forces Soccer Team for 1993-94-95 and was listed among the Olympic Soccer Team pool of players in November 1993. Prior to arriving at the 66th MI Group, Cuevas was stationed at Fort Eustis, Va., when he was chosen initially on the All Army and All Armed Forces soccer teams.



Editor's Note: Every INSCOM unit has special people too...help us recognize them in the INSCOM Journal!

Augsburg Soldier Makes Racquet of Winning

By the 66th MI Group
Public Affairs Office

For Maj. Tom Chandler, Detachment 15, 66th MI Group, winning is a habit... and his habit is tough to beat on the racquetball court. The former number one Seniors player in Maryland (U.S.A.) arrived in Germany last year and promptly played his way into second place in the Seniors Division of the Armed Forces European Racquetball Championships held in Heidelberg, Germany.

The 16-year Army veteran qualified for the championship by winning both the Augsburg Area Support Team's title and the 6th Area Support Group's racquetball tourney in Stuttgart. Chandler also won three categories of play in the 14th German and 8th European Rac-



Maj. Tom Chandler

quetball Tournaments held in Hamburg. Sponsored by the German National Racquetball team, Chandler brought home the gold in the

30 and over, 35 and over and doubles competitions.

"The competition at the European Forces Championship level is really tough," said Chandler. My advantage was my conditioning. I prepare for a big tournament with very intense workouts and run five to seven miles daily. The higher the level of play, the more conditioning and state of health come into play."

For players wanting to improve their game, Chandler recommends playing opponents of equal or better skills. His strategy is to keep the ball in play and let his opponent make the errors. He exploits an opponent's weaknesses and changes tactics during play.

"Although I serve more to my opponent's backhand, I am quick to vary my serve when they start to catch on to it," said Chandler.

66th MI Group Team Wins Flag Football Finals

Company C, Collection Battalion, 66th MI Group showed true grit in the 6th Area Support Group Flag Football Championship, beating a JSS Stuttgart team 37-31 last October. Headquarters and Headquarters Company finished in third place. Company C earned a spot in the finals by winning the Augsburg 1995 Area Support Team championships over Headquarters Service Company, Collection Battalion, 66th MI Group 14-6.



(Photo by Staff Sgt. Thomas Varichak)



From Start to Finish

This agent can "beat feet" with the best of them, mile after mile

By Capt. Roy Ferguson

Determination, aggressiveness, finding inventive ways to approach problems and not stopping until the mission is complete. Those are only a few of the attributes necessary to make an agent successful in counterintelligence.

Sgt. 1st Class Antonio Rucci has taken these abilities and skills from work and applied them to his hobby: running. In 1995, Rucci ran three marathons and several distance races between 5K-15K. What started as a love for running has become a means for him to raise the profile of his unit, the Fort Campbell Military Intelligence Detachment (FCMID), B Company, 308th MI Battalion (Provisional), 902d MI Group. The FCMID has counterintelligence responsibility for the states of Tennessee and Kentucky; Rucci used the races to get a "feel" for the area of operations and to learn more about the population and the culture.

He completed the "Grandfather Mountain Marathon" in Boone, N.C.; the "Music City Marathon" in Nashville, Tenn. and the First Tennessee Bank Marathon" in Memphis, Tenn. He also ran the Tennessee Sportsfest State Track Competition 5K and several other races of various distances between 5K-15K.

Rucci usually places in the top three runners in his age group. He won the Tennessee Sportsfest competition, making him the 1994/5 Tennessee State Champion in the 5K for his age division (25-29). He placed 47th overall in the Music City Marathon and 5th in the Grandfather Mountain Marathon (11th in his age group of 320 runners). This marathon is "America's Toughest Marathon" with a start-to-finish elevation climb of more than 3,000 feet. Rucci usually "brings home the hardware" when he competes in the shorter races such as the 5K and 10K in Tennessee and Kentucky. He placed third in the Sango Scamper 10K race in Sango, Tenn., with a time of 39 minutes, 41 seconds.

Through his running, the presence and capabilities of the FCMID has become well known. Not only has this been done through the network of runners, but through the publicity that has accompanied the races. Many times it was not the written articles, but the announcer calling out "Special Agent Rucci of

Sgt. 1st Class Antonio Rucci uses his love of running to learn more about the population and culture of Tennessee and Kentucky. (Photo courtesy of Music City Marathon)

the FCMID finishing with a time of ..." as he crossed the finish line. Reserve and active duty runners want to know what the unit's mission is, law enforcement personnel not normally dealt with want to know why he is called a special agent. All of this has allowed the FCMID to develop more liaison contacts through out the area.

Rucci's determination to succeed and his dedication to training has made his running a reflection of his work: fast, energetic, and completed

sooner than you think. While his feet pound the pavement, his brain focuses on creative problem solving.

Rucci often pushes to find his own limits both physically and mentally. While attending the Advanced NCO Course in early 1995, he ran three marathons and two 12-mile runs. He ran in the Phoenix Marathon just two weeks after running the Las Vegas Marathon, finishing third in both of them.

To the benefit of the FCMID, Rucci keeps right on going: he fin-

ished the Warrant Officer Basic Course at Fort Rucker, Ala., in January 1996 before starting Warrant Officer Tracking at Fort Huachuca, Ariz.



Capt. Roy Ferguson formerly commanded the Fort Campbell Military Intelligence Detachment, B Company, 308th MI Battalion (Provisional) 902d MI Group at Fort Campbell, Ky.

Augsburg Golfers Drive to European Title

Apache golf team irons Ramstein 254-226 to win the 1995 DoDDs-Europe High School Golf Championship —Heidelberg places distant third

By Staff Sgt. Thomas Varichak

Last October, 14 DoDDs-Europe high school golf teams stepped onto the Heidelberg Golf Course greens to decide the European team champions. The Augsburg Apaches brought along their airborne package of eagles and birdies to soar over rival Ramstein, 254-226.

According to Coach Fred Culverhouse, it was a grueling two-day total team effort over 18 holes of golf. The winning team was determined by calculating the top four players' scores from each team to get the overall point total.

Team captain Ara Donabedian led the charge by placing second in the championship flight. Sophomore Chris Yates birdied into fourth place, Junior Matt Argersinger chipped into fifth place and sophomore Jason McCauley putted his way to a sixth place finish. Freshmen Gerritt Schellin and Richard Nephew got a birds' eye view of their future by turning in solid performances. Individually, Jeff Choe took closest-to-the-pin



Augsburg Apache Champion Golf Team, LtoR: Coach Fred Culverhouse, Gerritt Schellin, Richard Nephew, Chris Yates, Jeff Choe, Jason McCauley and team captain Ara Donabedian (putting).
(U.S. Army photo)

honors while Yates blasted his way to the longest drive of the day.

Augsburg was also represented in the girls' competition by seniors Sandra Saiz, Kim Stewart and Lauren Nelbach, who took their best shots in final competition.



Staff Sgt. Thomas Varichak is assigned to the 66th MI Group, Augsburg, Germany.

Seward Puts Pedal to Medal; Wins Women's National Military Cycling Championship

By the 704th MI Brigade Public Affairs Office

Capt. Sandra J. Seward, 704th MI Brigade, spent two days racing in the hot Arkansas sun last fall to win the gold medal and become the 1995 Women's National Military Cycling Champion. According to Seward, this win and winning the Maryland State District Time Trial in the 30-34 age group as a Category IV racer, are two of her greatest achievements.

Seward came "out of retirement" in 1994 and began training for the 1995 cycling season. She had not raced since her U.S. Military Academy graduation in May 1987. She joined both the United States Cycling Federation (U.S.C.F.) and the Armed Forces Cycling Association and rode with the Fort Meade, Md., cycling team.

Classified as a U.S.C.F. "first year" racer, she started the racing season as a Category IV rider. She advanced to Category III by finishing among the top six positions in her races. According to Seward, she won her first race as a Category IV racer in a lone breakaway while riding in rain.

When she became a Category III racer, Seward joined the Potomac Racing Club. Racing with Team InterCon, she continued to race to victory.

She won in a lone breakaway during a race in Bethesda, Md., in August 1995. She won again in a September race in Crofton, Md., winning the final sprint of a two-woman breakaway for most of the race.

During training, she tries to ride five-to-six days a week, varying her distances. On the weekends she doesn't race, Seward pedals a long ride—about 70 miles. Seward also uses her fellow cyclers in the Annapolis Bicycle Club to help her train and push her to her limit.

"Most of the club members are men, and when I ride with them, I get a good workout," she said. "It takes more for me to keep up."

Riding with the men also gives Seward a different feel for racing techniques, she said. Men attack differently than women. It's difficult to explain, she continued, but "If you can ride with the men, you can do well with the women."

Seward is taking this mentality into her season this year. Her team captain wants her to enter some of the races open to both men and women in the Masters Category (over 30 years), she said. This will help her increase her competitive edge in the women's races.

(U.S. Army photo)



Capt. Sandra J. Seward

Seward achieved her personal goals for the 1995 racing season: win the Military Nationals, become one of the strongest riders in the women's field within the local Maryland area, and upgrade to a Category III racer.

For 1996, Seward is setting her sights higher. Her goals are to be a Category II racer by June, compete in more prestigious and elite amateur races across the United States, and be good enough to qualify and compete for her team in the toughest women's national cycling event, the Women's Power Bar Challenge, held in Idaho.

The spirit of the 704th MI Brigade rides with her.





Staff Sgt. Al Kemp was named the starting shortstop on the All-Army softball team in 1995. (Photo by Shirley Startzman)



1995-96 INSCOM Champion Basketball Team

Above L to R, front row: Capt. David Patterson, Brig. Gen. Trent Thomas (INSCOM commander), 2nd Lt. Terry Hyman, Sgt. 1st Class Samuel Watkins and Staff Sgt. Al Kemp.

Back Row: Sgt. 1st Class Jerry Jackson, Spc. Rommell Powell, Sgt. Keith Stewart, Sgt. Barry Jordan and Sgt. Vernon Hicks.

Other members of the team not pictured are Staff Sgt. Bennie Blackmon, Staff Sgt. George Sebastian, Sgt. Kevin McClendon, Sgt. Gin Grant, Sgt. Michael Straite, Spc. James Mitchell, Spc. Ybur Sivaad, Pfc. Jose' Salaman and statistician Sgt. Tarshay Ingram. (U.S. Army photo)

‘Kings of Sports’

INSCOM softball and basketball teams win post championships

By the INSCOM Public Affairs Office

First, the INSCOM headquarters softball team won the 1995 Intramural Men's Softball Tournament at Fort Belvoir, Va., last summer. Then the INSCOM headquarters basketball team won the 1995 Fort Belvoir Christmas Tournament in December. Now it's softball season again and the INSCOM fans are already talking about a "repeat" performance.

During the men's softball championship finals at Pullen Field, the INSCOM team showed MEDDAC no mercy, beating them in the semi-final round 24-10. INSCOM used a salvo fire of hitters (Spc. Robert Westbrook, Spc. Jim Clarke and Staff Sgt. Al Kemp) to deliver the home runs.

With both teams tied for first place, the next game decided the 1995 Fort Belvoir sultans of swat: INSCOM whipped MEDDAC, 19-2.

"We wanted this championship for ourselves as well as for the unit," said Westbrook, INSCOM Security Detachment.

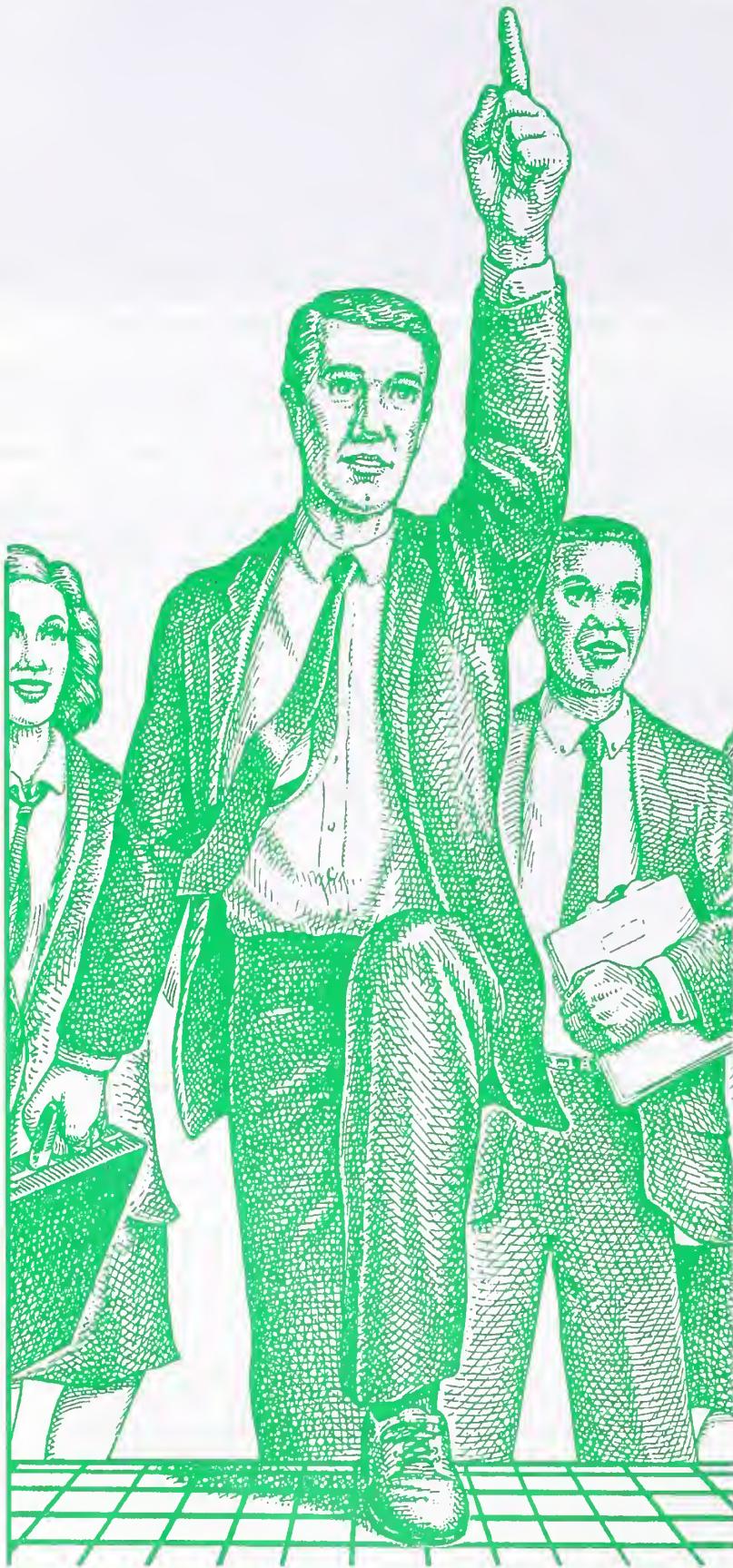
Along with first place honors, Westbrook and Kemp (a 1995 All-Army shortstop) shared the most valuable player award for the INSCOM team.

Members of the 1995 Fort Belvoir Men's Softball Championship team are: Capt. Larry Brackett, Spc. Bill McMeekin, Staff Sgt. Donald Turner, Staff Sgt. Larry Weig, Spc. Robert Westbrook, Sgt. Joseph Jobes, Master Sgt. Johnny Bennett, Staff Sgt. Pierre Turner, Command Sgt. Major Mark C. Green, Chief Warrant Officer Tom Hyer, Staff Sgt. Al Kemp, Spc. Jim Clarke and Air Force Capt. Doug McGuire.

The INSCOM men's basketball team placed its own "fab fives" on the court, winning the 1995 Fort Belvoir Christmas Tournament and the Intramural Post Championship in February 1996. The team set a new post record by establishing the longest winning streak (21-3) of any sport at Fort Belvoir. Staff Sgt. Al Kemp and Sgt. Keith Stewart shared most valuable player awards. Stewart was the leading scorer for the INSCOM team.



The EMPOWER Strikes Back



When you assign a task, do you also give your workers the gas pedal and steering wheel or do you throttle their performance?

By John H. Kennedy

Empowerment. Is it just another "buzz word?" How about another term for delegating? Effective leaders have always known how to delegate. Giving an employee a task and a hearty, "You can handle this one by yourself," is *not* empowerment. Neither is it the abdication of leadership responsibilities, as some leaders seem to fear. If anything, sound leadership is at least as important to the leader who empowers followers as it is to the one who doesn't.

Empowerment is giving an employee the power needed to complete an assigned task. The process of empowering an individual is the key, and an important part of the process involves assessing a follower's ability to accept the power to do a job.

For example, four players are available to form a basketball team. All four players have grown up playing and watching basketball. All know how to play the game, the roles of all the players and the basic rules. A fifth individual has never played and knows nothing about the game. Inviting "number five" to be on the team only empowers the individual to wear the uniform and warm the bench. Even if allowed to play, this player lacks the skills and knowledge to contribute to the team's success. At the same time, none of the others are empowered to play, since five players are required for a basketball team. Here, the importance of a leader's evaluation of the readiness of the follower to accept power becomes apparent. The leader must coach and mentor old number five to raise the skill level to the point at which number five can participate as a contributing member of the team. That's when all players are ready to play the first game.

Leaders must consider several points before determining whether/when to empower followers.

Leaders should remember it is usually easier to lead when things are going well than it is when things are not. Empowering followers certainly involves educated guesses and some risk. Leadership has never been without risk. As the Army downsizes and leaders confront constant change, they must find ways to get the most from their followers. Empowerment can do just that; most of us perform best when we have a part in the decision making process and a stake in the end product.

Leadership and empowerment go hand in hand. Toward that end, leaders must take the time to diagnose the readiness of their followers as part of the process of

empowerment. Once the level of readiness has been determined, sound guidance, clear communication of expectations, and a fully understood explanation of the limits of the power conveyed are critical to the success of the process. At this point, give them the steering wheel and the gas pedal.



John H. Kennedy is the command training officer, office of the deputy chief of staff for personnel at INSCOM headquarters.

1 Employees are not all the same, nor do they perform exactly the same tasks. A seasoned employee approaching a task for the first time often has no more skill than a new employee. For example, Michael Jordan is a gifted player with tremendous talent, athletic ability and skill on the basketball court. However, when he empowered himself to use his considerable talent to play professional baseball, he was unable to perform successfully, *even at the minor league level.*

Leaders must consider that empowering a follower to perform an important, highly visible but unfamiliar task may be empowering a follower to fail.

2 Risk assessment practices are designed to find weaknesses which impact negatively on mission accomplishment. For instance, at a river crossing exercise, an effective leader would never order the weakest swimmer into the water first. A cursory risk assessment would reveal this as poor judgment which could seriously jeopardize the mission. In practice, leaders must accurately assess the readiness of each follower to accept power and perform successfully.

3 Teaming an inexperienced employee with one who is proficient at performing a task is a technique used by some leaders to allow an employee to develop new skills while challenging existing capabilities. This process empowers both employees, enabling the inexperienced employee to perform and learn while the experienced employee develops as a leader and, to some extent, a mentor and coach.

4 Leaders must decide what they expect from an employee. After clearly defining those expectations to a worker, they must ensure the worker truly understands what is expected. Here, feedback is necessary and techniques such as paraphrasing can be helpful.

... the leader conveys power... (and) determines the limits of the empowerment

5 Power is never without limits. It is particularly important to understand the leader conveys power to do only the tasks defined. In so doing, the leader determines the limits of the empowerment. Equally important, the leader should carefully and explicitly define to the follower the parameters of the power granted. The leader also provides the resources necessary to accomplish the assigned tasks. This is certainly not an abdication of leadership responsibility or authority.

6 Leaders must regularly monitor employee performance to ensure expectations are met. Usually, clarifying the task or coaching an employee ensures the task is progressing at the desired pace. Routine consulting with the employee in an open and relaxed manner provides feedback to both the leader and follower, facilitating and fostering success.

7 Leaders at all levels must acknowledge the success of followers by giving credit for their efforts and results. Conversely, minor mistakes should be part of the learning process. This instills confidence in the follower, further developing the employee's willingness and readiness to stretch and grow into additional roles. The leader's confidence in the follower also increases, providing a platform from which to launch higher performance of the work group.



(U.S. Army photos)

A Day of Remembrance

Counter-intelligence veterans gather to pay tribute to fallen comrades, renew old friendships and share memories of past experiences

By Master Sgt. Joan E. Fischer

Water glasses gently tinkled, barely heard above the buzz of voices as those inside the Officers Club at Fort Myer, Va., greeted newcomers.

For some, it had been only a month since they last met at the annual reunion in Colorado Springs, Colo. Others hadn't seen each other since last year's annual day of remembrance. All had come for one reason—to memorialize those who had fallen from the ranks of the Army Counter Intelligence Corps Veterans group.

November 1995 marked the fourth annual day of remembrance hosted by ACICV members. It culminated with a wreath-laying ceremony at Arlington National Cemetery's Tomb of the Unknown Soldier.

The group was formed in 1982 by former counter intelligence service members and civilians. Incorporated in 1984 as the Senior Counter Intelligence Corps Retired, its name was formally changed to ACICV in 1987. It has 10 chapters located throughout the continental U.S., Puerto Rico and Hawaii. ACICV's

current full and associate membership numbers about 3,500 individuals. Membership is open to those who served during wartime up to May 7, 1975.

The day started with a chance to renew ties with friends and acquaintances at the luncheon at the officer's club. Hosted by the national chapter, the memorial program opened with a welcome by John Lally. Following the invocation, and pledge to the flag, the memorial guest speaker, the U.S. Marine Corps Chaplain, Capt. George Pucciarelli, addressed the assembled group.



Above left: John Lally opened the luncheon with welcoming remarks.
Bottom Left: The U.S. Marine Corps Chaplain, Capt. George Pucciarelli addressed the crowd.

Above right: Brig. Gen. Trent N. Thomas converses with an ACICV member. (U.S. Army photos)

diers at Arlington Cemetery. For the wreath-laying service, they were joined by Brig. Gen. Trent N. Thomas, commanding general, U.S. Army Intelligence and Security Command.

The ACICV's flag, held by Aaron I. Sorrels, of Janesville, Wis., whipped in the breeze. The early afternoon was clear and cold, as veterans and spectators gathered around the base of the memorial site overlooking the Washington D. C. area.

Following the changing of the guard, the INSCOM commander, the wreath laying party and the flag bearer moved forward to dedicate the wreath. Members of the wreath laying party included Marge Arnold, Flosada Huff and Cornelius Breen.

This year's wreath was provided by George Henderson, San Diego, Calif., who was unable to attend the ceremony. Following the dedication ceremony, the wreath was moved

to Henderson's wife's (Helen Henderson) grave site within the cemetery area. An Army bugler sounded "Taps" as storm clouds chased the winds across the hills. A few rain drops fell over the memorial area as the counter-intelligence veterans and guests somberly departed, reflecting on memories of their fallen comrades.

They vowed to return next year to keep alive the memories of those who gave so much to keep America free.

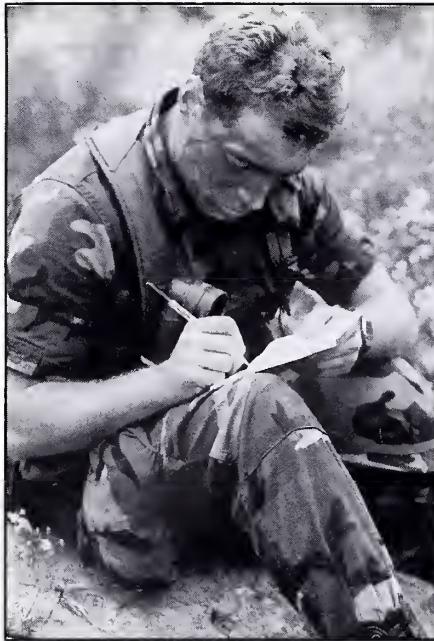


Master Sgt. Fischer is the NCOIC, INSCOM Public Affairs Office.

"There are many heroes in this world, past, present and future. There are many heroes in this room. Those heroes gone on before us, we will never forget...we will not let your commitment die," he said.

A roll call, dedicated to those counter-intelligence veterans who had died during the past year, was conducted. This year, 94 names were solemnly read by Mike Rompilla, Jean Thomson, Rose Samborski, Fran Perry and Bob Pedlow.

After the service and luncheon, the ACICV members and invited guests convoyed from Fort Meyers to the Tomb of the Unknown Sol-



1995 MACOM-Level Keith L. Ware Winners

The Keith L. Ware competition annually recognizes journalistic excellence in several categories. Named for General Keith L. Ware, former Army Chief of Public Affairs, first place winners at the major command levels advance to Department of the Army competition. INSCOM winners faced stiff competition and tough judges; we salute all of this year's competitors. The winners for each category are listed below.

MI writers and editors take to the field, gather information, check facts and write stories that prove to be "great stuff."

(Photo by Shirley Startzman)

Large Army-funded Newspapers

1st Place — *The Whisper*, 500th MI Brigade, Sgt. 1st Class Donald B. Moore, editor

2nd Place — *Kunia Underground News*, 703rd MI Brigade, Staff Sgt. Paul J. Ebner, editor

Army-funded Newspapers, Other

1st Place — *The Dagger*, 66th MI Group, Staff Sgt. Thomas J. Varichak, editor

2nd Place — *Tiger Tales*, 704th MI Brigade, Sgt. First Class Phillip D. Clark, editor

Newspapers, Magazine format

1st Place — *INSCOM Journal*, INSCOM, Shirley K. Startzman, editor

2nd Place — *Dragon's Lair*, 501st MI Brigade, Sgt. First Class Derryl Fields, editor

3rd Place — *Mirage*, 513th MI Brigade, 1st Lt. Marguerite Daigle, editor

News Articles

1st Place — Jutta E. Belanger, 66th MI Group

2nd Place — Staff Sgt. Paul J. Ebner, 703rd MI Brigade

3rd Place — 1st Lt. Marguerite Daigle, 513th MI Brigade

Feature Articles

1st Place — Jutta E. Belanger, 66th MI Group

2nd Place — Sonja Diller-Katheder, 66th MI Group

3rd Place — Master Sgt. Joan E. Fischer, INSCOM

Honorable Mention:

Sgt. 1st Class Donald B. Moore, 500th MI Brigade
Shirley K. Startzman, INSCOM

Staff Sgt. Thomas J. Varichak, 66th MI Group

1st Lt. Todd Uterstaedt, 513th MI Brigade

Commentaries

1st Place — Shirley K. Startzman, INSCOM

2nd Place — Chaplain (COL) James E. Russell Jr.,
INSCOM

Honorable Mention — Command Sgt. Maj. Sterling T. McCormick, INSCOM

Sports Articles

1st Place — Sgt. 1st Class Donald B. Moore, 500th MI Brigade

Single or Stand-alone Photograph

1st Place — Staff Sgt. Thomas J. Varichak, 66th MI Group

2nd Place — Spc. Keith D. McGrew, 500th MI Brigade

3rd Place — Spc. Stepanie Thomas, 500th MI Brigade

Feature, News or Sports Picture Stories

Honorable Mention — Spc. Karen Cisney and Spc. Michael R. Denison, 513th MI Brigade

Feature, News or Photo in Support of a Story

1st Place — Shirley K. Startzman, INSCOM

2nd Place — Spc. Michael R. Denison, 513th MI Brigade

Special Achievement in Print

Honorable Mention — Staff Sgt. Paul J. Ebner, 703rd MI Brigade



The 66th MI Group's publication, *The Dagger*, went on to place second in the Department of the Army's 1995 Keith L. Ware Journalism competition.

It competed against all other U.S. Army and U.S. National Guard publications in Category B, Army-Funded Newspaper, Other. The first-place winner in this category was *Logger News*, 21st TAACOM (USAREUR), with third-place honors going to *Mobile*, U.S. Army Corps of Engineers, Mobile District. *Frontline*, 3rd Infantry Division (USAREUR), received Honorable Mention.

The Dagger received Honorable Mention in the DA 1993 Keith L. Ware Journalism competition in the same category.



TRICARE Update

Effective Nov. 1, 1995, the "catastrophic cap" on most medical expenses for other-than-active-duty enrollees in the Defense Department's TRICARE Prime managed-care plan dropped from \$7,500 per fiscal year to \$3,000 per 12-month enrollment period.

This means that, from the day someone enrolls in TRICARE Prime (DoD's HMO-type option for health care), for the next year, they will pay only a maximum total of \$3,000 for Prime enrollment fees, inpatient and outpatient cost-shares, and co-payments for such things as visits to the doctor. After the \$3,000 threshold is reached for these costs, enrollees will owe nothing more for care received through the Prime network of providers of care until a new enrollment period begins.

For non-active-duty TRICARE eligible persons who are not enrolled in TRICARE Prime, the deductible threshold remains at \$7,500. Active duty families have a cap of \$1,000 per fiscal year on their out-of-pocket expenses for care under TRICARE. If these family members are enrolled in TRICARE prime, their cap costs accumulate throughout the enrollment period, starting over again when a new enrollment period starts. *(Army News Service from a CHAMPUS release)*

J Space “A” Travel Expanded

Air Mobility Command officials at Scott Air Force Base, Ill., announced expanded space available travel privileges for dependents of active duty military members effective Oct. 20, 1995.

Approved earlier by the Department of Defense, the changes became effective with the distribution of a change to the department's regulation on Air Transportation Eligibility. Under the new rules:

1. Dependents of active duty members may travel within the continental United States when accompanying their sponsor on emergency leave or on permissive house-hunting trips incident to a permanent change of station move.

2. Command sponsored dependents stationed overseas are allowed unaccompanied travel to, from, and within the overseas theater (in addition to environmental morale leave previously authorized). Travel restrictions may apply to certain overseas areas as determined by the unified commander.

Members traveling in the last category must have documentation signed by the sponsor's commander verifying command sponsorship during their travels and show it to air terminal personnel. This document is only valid for one round-trip from the sponsor's duty location. Family members under 18 years of age must be accom-

panied by an eligible parent or legal guardian.

Officials were quick to point out that these changes do not affect the assignment categories for Space "A" travel.

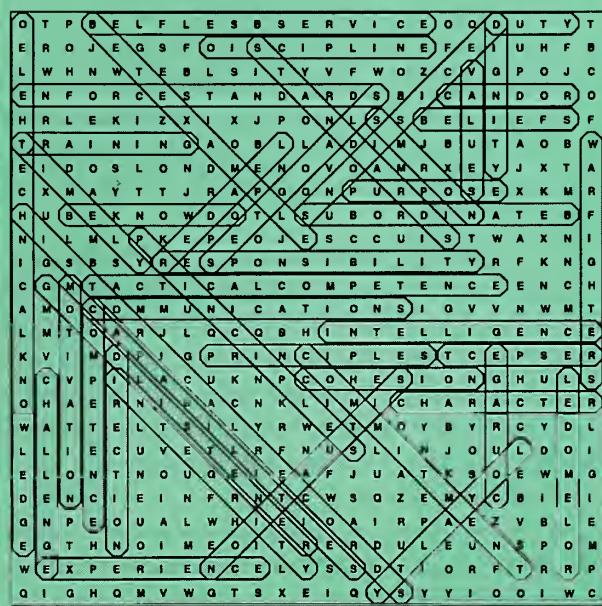
Maj. Greg White, chief of AMC's International Passenger Operations Branch, said, "This is another effort on the DOD's part to recognize the family members' contributions to the military mission and to improve their quality of life."

For more information, contact
PERSCOM's subject matter expert
Capt. Gadd at e-mail gaddj@hoffman-emh1.army.mil or phone
DSN 221-0579/Comm
(703) 325-0579

(U.S. Air Force Air Mobility Command)



The Leading Edge Puzzle Solution



Soldiers Want 'From the Heart' Involvement

By Command Sgt. Maj. Sterling T. McCormick

A good command climate is dependent upon the effective leadership of a unit. NCOs play an important role in this process by simply getting involved. If leaders have the attitude they know everything, then this means one thing—they can be taught little. We can start with training in units. We have some very good training going on in some of our INSCOM units. We also have some which need more leader involvement. We do very well when we have a good train-the-trainer or certification process. We don't do well when we assume that soldiers can train themselves without the benefit of practice, hands-on training, supervision, or adequate resources. The main training failure in our units is that soldiers have forgotten, have no experience, or have no training on how to train other soldiers or coworkers. Leader involvement is the answer.

Leaders are an extension of the soldiers we lead. Therefore, when we communicate throughout the leader chain, it must be for our soldiers and not just for ourselves. There should not be mixed signals clouding understanding among our soldiers. NCOs should know what is going on with their soldiers in their barracks and in their workplace.

Discipline challenges in our units can commonly be solved at the lowest leadership level. Command teams, especially at the command level (company commander/first sergeant), should have the support to carry out their duties with clear guidance and policies from higher levels. The company level is where we have to give our leadership emphasis because this is where we are at eye level with our soldiers.

Quality of Life is an important issue that should not only be addressed at periodic mandatory briefings or similar forums. This process is continuous and should



Command Sgt. Maj. Sterling T. McCormick

be included in our everyday leader assessment. Our soldiers tend not to support programs which we, as leaders, do not take seriously. Our soldiers want total "from the heart" leader/unit involvement.

The OPTEMPO in our units is tremendous. We must help our soldiers, ourselves, civilians, and family members through these times. We can reduce stress-related incidents, suicide attempts and other challenges by being proactive and knowing our soldiers. We should not wait until a soldier is in trouble before we determine that a problem exists.

We realize some of our INSCOM missions and outstanding deeds are not publicly recognized. After visiting the majority of our INSCOM organizations, I am convinced that our soldiers do more on a daily basis than any other branch in our Army. We need our leaders to continue doing what they have done very well for over 200 years in our Army—taking care of soldiers.

Mission First...Soldiers Always!



Calendar of MI Events

March

3 The State Adjutant Generals ordered to detail officers in their units to military intelligence duties to set up the first nation-wide intelligence coverage, 1917.

10 Chief of Staff, Army and Chief of Naval Operations jointly issued a letter authorizing establishment of the Army-Navy Communications Intelligence Board (ANCIB) to coordinate signal intelligence activities.

15 Army Photographic Interpretation Center set up at Fort Holabird, Md., 1955.

30 Col. George V. Sharpe appointed first professional intelligence officer and established the Bureau of Military Information for the Union's Army of the Potomac. The bureau collected intelligence for field commanders through the use of spies and scouts, 1863.

31 Army Lt. W. C. Sherman made the first aerial map from an airplane during a non-stop flight of nearly 200 miles from San Antonio to Texas City, Texas, 1913.

April

1 Army began field operations intelligence (FOI) training at Fort Holabird, Md., 1954.

2 Brig. Gen. Dennis E. Nolan, assistant chief of staff for intelligence, established the MI Officer Reserve Corps (MIORC), 1921. Its symbol was the sphinx. The MIORC was the first official acknowledgment of the need for MI professionals.

First officer candidate school for intelligence officers opened in Chicago, Ill., 1942.

6 Germany unleashed its unrestricted submarine warfare; U.S. declared war, 1917.

7 The U.S. Army adopted fingerprinting as a system for identification of its military personnel, 1906.

8 U.S. Military Liaison Mission established at Potsdam, East Germany and composed of Army, Navy and Air Force representatives...maintaining an "open channel" with Soviets, 1947.

9 Gen. Robert E. Lee surrendered to Gen. Ulysses S. Grant at Appomattox Court House, Va., 1865.

13 ASA School moved from Carlisle Barracks, Pa. to Fort Devens, Mass., 1951.

15 Maj. Royce, 1st Aero Squadron flew first reconnaissance mission for the American Expeditionary Force over enemy-held section in France, 1918.

ASA School at Vint Hill Farms Station relocated to Carlisle Barracks, Pa., 1949.

20 Maj. William McRee and Capt. Sylvanus Thayer began their trip to Europe for "professional improvement." They were the first foreign observers, 1815.

22 Signal Corps established Signal Intelligence Service which consolidated the cryptographic and cryptanalytic functions, 1930.

1996

March

1	2
3	4
5	6
7	8
9	10
11	12
13	14
15	16
17	18
19	20
21	22
23	24
25	26
27	28
29	30
31	

April

1	2	3	4	5	6
7	8	9	10	11	12
14	15	16	17	18	19
21	22	23	24	25	26
28	29	30	31		

May

1	2	3	4
5	6	7	8
9	10	11	12
12	13	14	15
19	20	21	22
26	27	28	29
30			

June

1	
2	3
4	5
9	10
16	17
23	24
30	

July

1	2	3	4	5	6
7	8	9	10	11	12
14	15	16	17	18	19
21	22	23	24	25	26
28	29	30			

August

1	2	3
4	5	6
11	12	13
18	19	20
25	26	27
30		

September

1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

October

1	2	3	4	5
6	7	8	9	10
13	14	15	16	17
20	21	23	24	25
27	28	29	30	31

November

1	2
3	4
10	11
17	18
24	25
26	27
28	29
30	31

December

1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

1997

January

1	2	3	4
5	6	7	8
12	13	14	15
19	20	21	22
26	27	28	29
30	31		

February

1
2
3
4
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25
26
27
28

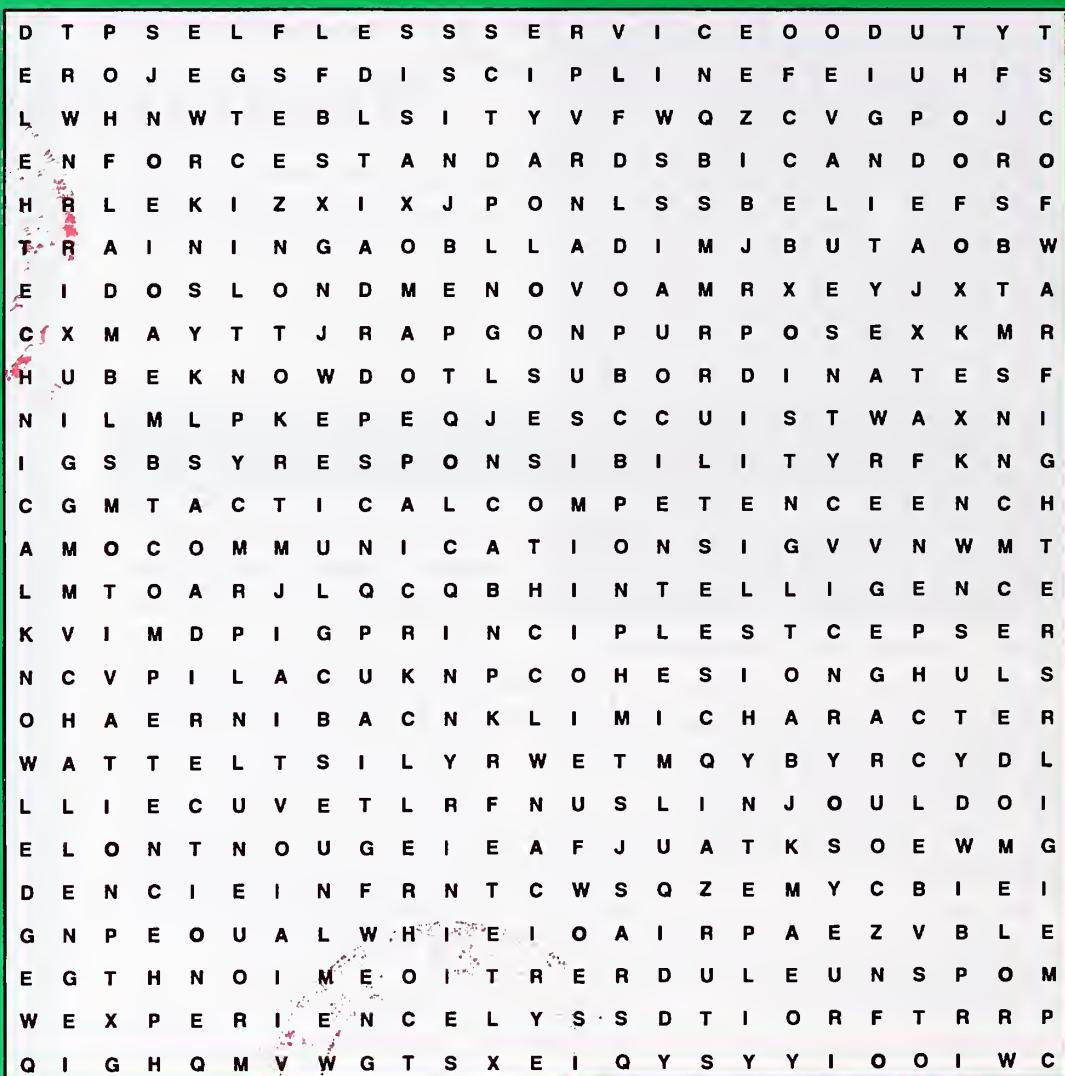
COMMANDER
USA INSCOM
ATTN IAPA
8825 BEULAH STREET
FORT BELVOIR VA 22060-5246

UNIVERSITY OF FLORIDA

3 1262 09681 5468



The Leading Edge



Words may be read straight across, backward, up, down or diagonally.

The solution is on page 37.

tacticalcompetence
technicalknowledge
enforcestandards
communications
responsibility
subordinates
historicalrecords
selflessservice
standards

respect
setexample
beknowdo
situation
decisions
capabilities
warfighters
integrity
cohesion

goodlistener
challenge
motivation
TheLed
courage
loyalty
intelligence
norms
discipline

dignity
leader
values
principles
candor
character
competence
rolemodel
setgoals

purpose
principles
direction
timely
beliefs
experience
commitment
duty
training